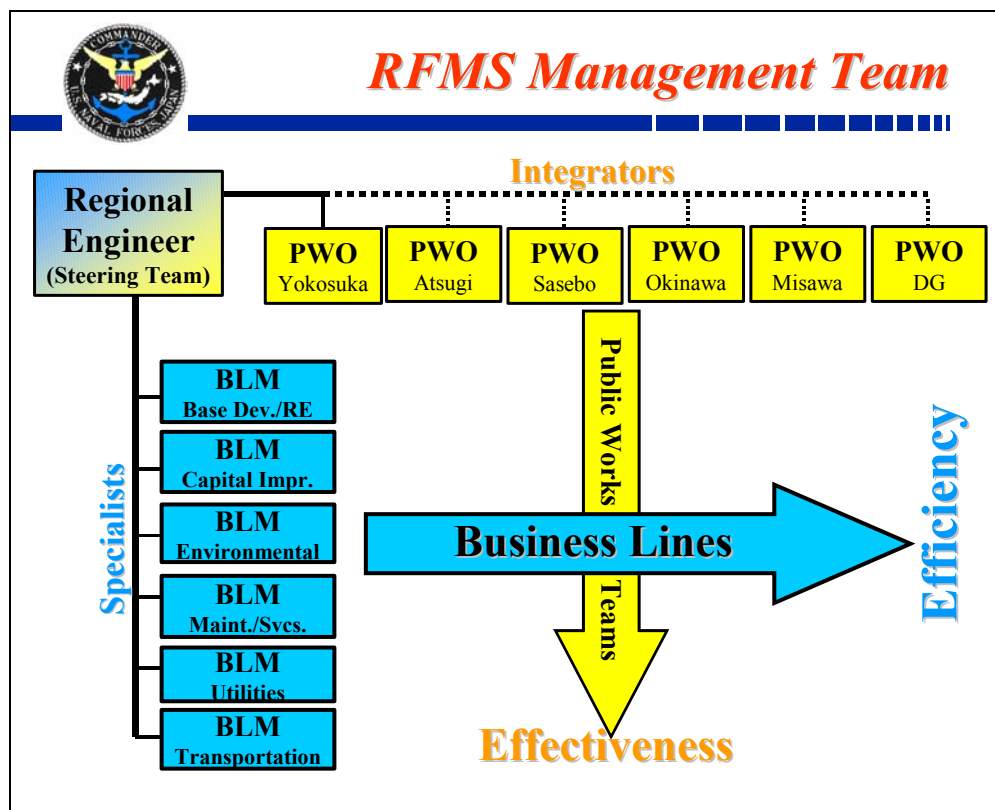




## CHAPTER 4 RFMS BUSINESS LINES

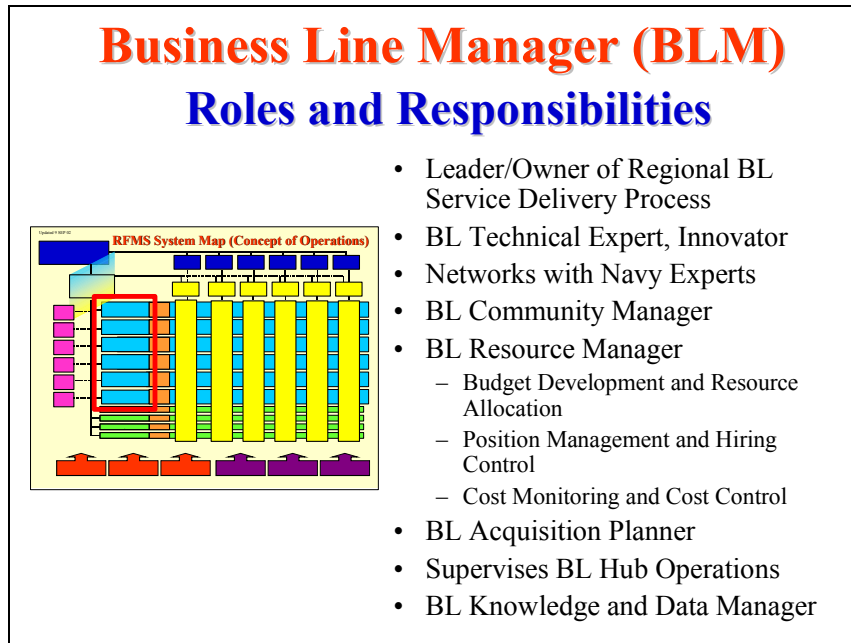
### a. DEFINITIONS

(1) **REGIONAL BUSINESS LINES.** A Regional Business Line is a broad category of facility management products and services. Each business line has its own unique mission, operational components, concept of operations, performance metrics, knowledge management tools, support requirements, clients, key organization interfaces, and allocated resources. RFMS has six business lines, including Base Development & Real Estate, Capital Improvements, Environmental, Maintenance & Services, Utilities, and Transportation.

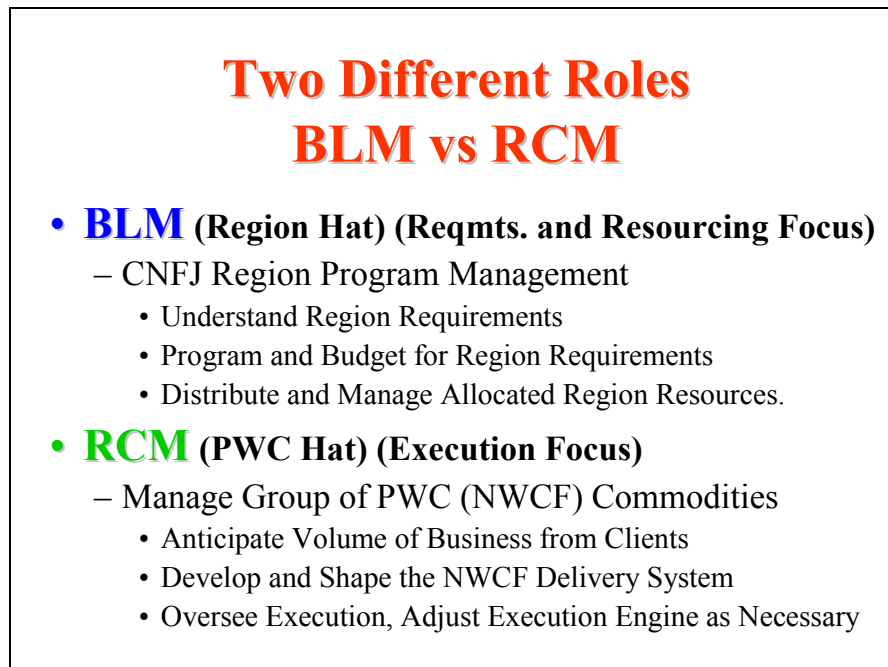




- (2) **REGIONAL BUSINESS LINE MANAGER (BLM)** The BLM is the senior manager of the business line responsible and accountable for executing the business line mission. Roles and responsibilities of the BLM are shown below.



- (a) **Regional Commodity Manager (RCM).** The RCM is the PWC Japan manager that oversees and controls a grouping of NWCF commodities purchased by clients across the Region. Typically, RCMs are double-hatted as Regional Business Line Managers, which have the different role to manage the CNFJ Region program (requirements and resources) responsibilities, as shown below.





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**OPERATIONS MANUAL** for CNFJ Regional Facility Management System –July 2003

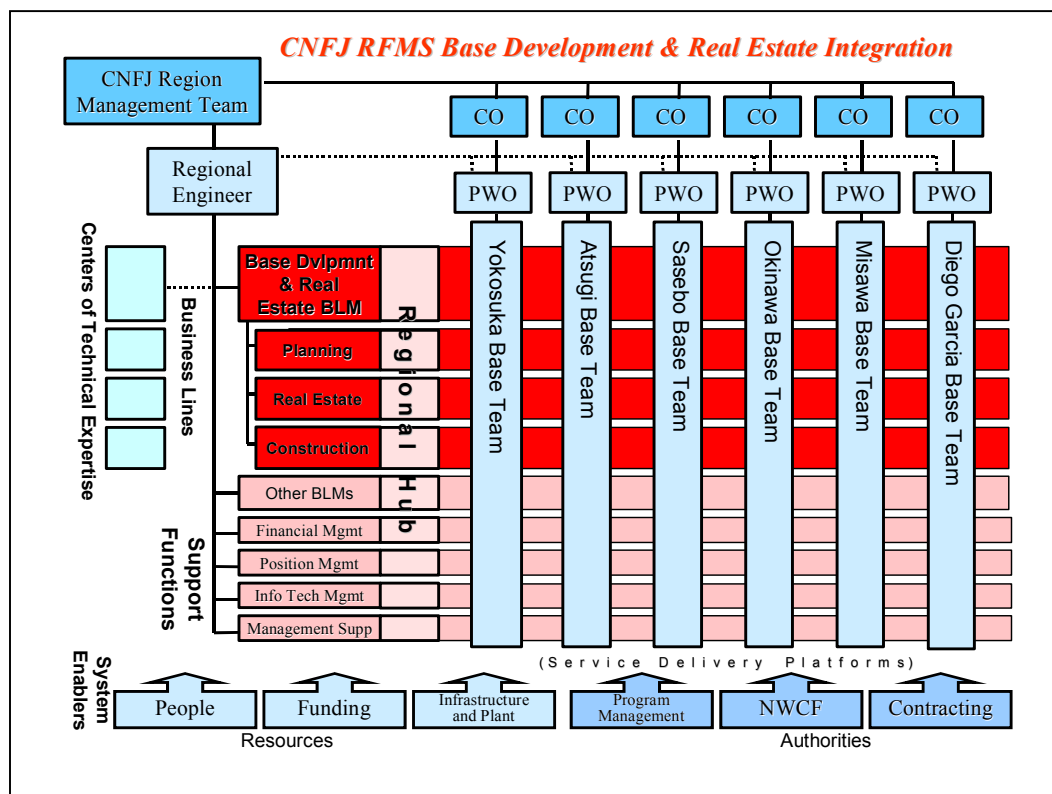
**b. BASE DEVELOPMENT & REAL ESTATE BUSINESS LINE**

**(1) Business Line Mission**

(a) The mission of the Base Development & Real Estate Business Line (BL) is to develop and maintain a Regional Planning, Real Estate, and Construction system that sustains, restores and modernizes COMNAVFORJAPAN's facilities infrastructure by optimizing the use of Government of Japan (GOJ) and US Government (USG) assets and resources.

(b) Major clients supported include NAF Atsugi, NAF Misawa, COMFLEACT Sasebo, COMFLEACT Okinawa, COMFLEACT Yokosuka, NAVSUPFAC Diego Garcia, COMNAVFORJAPAN Headquarters, and Japan Maritime Self Defense Force (JMSDF).

(c) Supporting Commands include COMPACFLT, COMUSJAPAN, PACNAVFACENGCOM, COMNAVFORJAPAN, PWC Japan, OICC Far East, and the US Army Corps of Engineers Japan District (JED).





**(2) Planning Function**

(a) The Planning mission is to effectively shape the Navy's shore infrastructure through policy development, planning of the land and facilities development, and sound resource management. The Business Line (BL) develops and implements effective strategies for the development of Naval shore installations in Japan and Diego Garcia for near term readiness, long-term re-capitalization and future alignment of shore infrastructure with Fleet readiness.

(b) Delivered products and services include Facilities and Land Use Plans such as Regional Shore Infrastructure Plans (RSIP), Capital Improvements Plans (CIP), Base Exterior Architecture Plans (BEAP), and special facility studies; project document development, coordination, and programming for US funded construction such as Military Construction (MILCON) and Host Nation funded construction such as Facilities Improvement Program (FIP), Special Actions Committee on Okinawa (SACO) Program, and Relocation Construction Program (RP); Shore Facilities Planning System (SFPS) information such as Total Facility Requirements (TFR), Basic Facility Requirements (BFR), and Facility Planning Documents (FPD); input and guidance in managing the Installation Readiness Reporting System (IRRS) and O&MN funded programs as needed; and research and briefing support for the CNFJ staff.

**(3) Real Estate Function**

(a) The Real Estate mission is to ensure accountability of all real property (land and structures) acquired or disposed in accordance with standard DOD real property practices.

(b) Delivered products and services include preparing and coordinating real estate documents and reports, providing technical real estate advice and assistance to the base-level Public Works Teams (PWT) and the CNFJ Region staff, and assisting the PWTs in maintaining the Naval Facilities Assets Database (NFADB).

**(4) Construction Function**

(a) The Construction mission is to ensure timely execution and completion of major construction projects funded by the GOJ's Host Nation Funded Construction Program, and to pursue USG funds required for major construction projects that could not, or would not, be funded in a timely manner by the Host Nation.

(b) Delivered products and services include periodic Construction reports and development of applicable programming documents and technical studies to support the Region staff during implementation.



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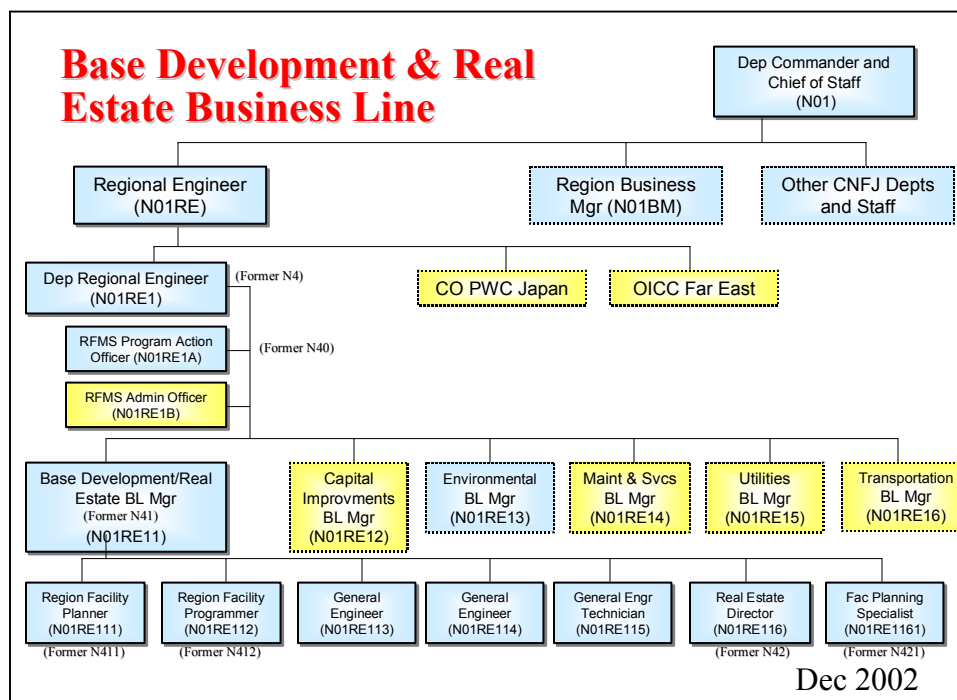
# OPERATIONS MANUAL for CNFJ Regional Facility Management System –July 2003

### (5) BL Component Roles

(a) The Regional Base Development & Real Estate BLM will lead the Business Line through the three functional areas: (1) Planning, (2) Real Estate, and (3) Construction. The BLM will occupy a GS-800-14 series US Civil Service position, and report to the Deputy Regional Engineer (DRE).

(b) Organizationally, all BL functional areas will comprise a “Hub” component serving as the Region’s central execution platform and Public Works Team (PWT) components representing the Region’s forward deployed execution platforms. Both the Hub and PWTs will be staffed to handle the daily matters as directed by their respective Command structures, with the Hub providing management oversight and approval authority on specific matters. Each PWT will include a Regional Base Development & Real Estate Director (or equivalent), who will provide immediate resident expertise and support to the PWO and BLM, with the respective PWOs maintaining the option of assuming this responsibility.

(c) The BLM will use the services of Centers of Expertise (CTE) to assist the Hub and PWT components, as appropriate. Primary CTEs contracted by the Hub include NAVFAC and its Engineering Field Divisions along with the Naval Facilities Engineering Service Center (NFESC) who will provide technical assistance in developing facility plans, planning documents, and special studies required to support the plans and associated documents used by the Hub and PWTs. COMPACFLT and COMUSJAPAN expertise will also be used for technical and policy assistance, or represent authority on Status of Forces Agreement (SOFA) related real estate matters such as Navy Facility Subcommittee memorandums forwarded to the Joint Committee for action, as well as Contingency Engineering matters.





(6) **Planning Roles**

(a) The Planning functional area includes the administration and management of planning products and services within the CNFJ Region, and leads the Hub as the central execution platform in delivering these products and services. Since the Planning function forms the basis of all facilities acquisition decisions, the BLM will ensure all subsequent facility actions are implemented in accordance with established plans and principles, and maintain the CNFJ Region's vision of providing world-class facilities to support the Navy's forward deployed forces in Japan and Diego Garcia. The Planning functional area will also provide insight and expert feedback in coordinating the Region's interface with the IRRS and its supporting plans (e.g. Annual Inspection Summary (AIS) and NFADB).

(b) Hub Component: As the central execution platform, the Hub supports the Region's Base Development & Real Estate directives and initiatives and:

- 1) Links to COMPACFLT N464 and N467, and COMUSJAPAN J4
- 2) Liaisons with the Host Nation's National Government and Base PWTs
- 3) Participates as a member of various Host Nation Joint Committee forums.
- 4) Is the Approval authority for Region Base Development & Real Estate functions, including Site Approval and O&M,N funded programs as directed
- 5) Is the Visionary and Integrator for strategic Region and Base development
- 6) Administers and integrates US and Host Nation funded Region Construction and Sustainment, Restoration, and Modernization (SRM) priorities (e.g. Region Integrated Priority Lists (IPL) for MILCON, FIP, and Special Projects)
- 7) Coordinates O&MN programs (Demolition, Mobility Enhancement Fund (MEF), Naval Construction Force (NCF), et al) with higher headquarters
- 8) Advocates Regional Planning Tools (e.g. GIS)
- 9) Provides Technical assistance via in-house or CTE resources on specialized planning initiatives
- 10) Participates in the POM and Budget development
- 11) Flexes the organization/system to provide Base support as necessary
- 12) Coordinates DoD and NAF-funded project planning with the cognizant organizations.

(c) PWT Component: As the forward deployed execution platform, the PWT:

- 1) Links to the Base, its tenant commands, and other customers
- 2) Liaisons with JED, the local government and DFAB, and the local community
- 3) Researches and develops Shore Facility Planning System (SFPS) Requirements
- 4) Creates, packages, and maintains Base Development Plans
- 5) Prepares or coordinates (the preparation of) USG and Host Nation funded project documentation (e.g. DD1391s, FIP Form 22s, and appropriate Site Approval forms)
- 6) Manages Project development from design to warranty by preparing, updating, and reviewing project documents as appropriate
- 7) Provides timely input, review, validation, and submission of IRRS related tasks



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# OPERATIONS MANUAL for CNFJ Regional Facility Management System –July 2003

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- 8) Maintains an accurate data base of facility deficiencies for use in developing the Base AIS, LRMP, and Facilities Action Plan (FAP)
- 9) Uses Regional Planning Tools and in-house Capital Improvements, Utilities, and Maintenance and Services Business Lines, or CTE support as appropriate
- 10) Participates in the POM and Budget development
- 11) Supports the Hub as directed

## (7) Real Estate Roles

(a) The Real Estate functional area includes the management and administration of the Real Estate's products and services within the COMNAVFORJAPAN Region through direct supervision and coordination of actions with COMUSJAPAN, COMPACFLT, and PACNAVFACENGCOM.

(b) Hub Component: As the central execution platform, the Hub supports the CNFJ Region's Real Estate directives and initiatives and:

- 1) Provides Real Estate Staff work on COMUSJAPAN J4, COMPACFLT N464 and PACNAVFACENGCOM interface issues
- 2) Administers the Real Estate program and serves as the point of contact on Real Estate matters for the CNFJ Region
- 3) Negotiates and prepares SOFA ingrant and outgrant Real Estate Agreements under PACNAVFACENGCOM delegated authority for COMPACFLT signature approval
- 4) Retains all official documents on SOFA real estate actions in a permanent file
- 5) Monitors and coordinates all real estate matters forwarded by the PWTs to PACNAVFACENGCOM and COMPACFLT for action
- 6) Coordinates SOFA real estate matters with COMUSJAPAN and appropriate GOJ entities.
- 7) Manages the Region's (integrated) Navy Facilities Assets Data Base (iNFADS) in consonance with COMPACFLT and PACNAVFACENGCOM directives
- 8) Provides guidance on Base Facilities Space Management issues
- 9) Flexes the organization/system to provide Base support as necessary

(c) PWT Component: As the forward deployed execution platform, the PWT:

- 1) Seeks Hub concurrence to initiate discussions with Host Nation entities on all Class 1 and 2 property related matters that imply, or lead to the use of USG-granted property or potentially acquired property beyond their military purpose
- 2) Initiates real estate license ingrants and outgrants and extensions of existing agreements
- 3) Initiates real property disposal actions
- 4) Prepares, retains and updates Class 1 and 2 property records as authorized
- 5) Participates in the development of Host-Tenant agreements
- 6) Maintains a Space Management Plan and administers appropriate issues, as directed





7) Provides data and information for updating real estate maps and general development maps

(8) **Construction Roles**

(a) The Construction functional area includes the coordination of major construction projects funded by the Host Nation to ensure they are constructed in a timely manner; and the monitoring of US-funded sustainment projects required to ensure the respective Bases' Class 2 real property infrastructure is maintained in a state of readiness condition at all times. The Construction functional area plays a vital role in the design, construction, turnover, and acceptance of new facilities.

(b) Hub Component: As the central execution platform to support the CNFJ Region's Construction directives and initiatives, the Hub:

- 1) Links among COMPACFLT N464 and N467, PACNAVFACENGCOM PLN20, COMUSJAPAN J4, senior level Host Nation officials, and the PWTs for monitoring and coordination
- 2) Develops reports and provides updates on construction matters as requested by higher authority
- 3) Is the Approval authority for O&M,N funded projects as directed
- 4) Administers and integrates O&M,N funded Region Construction and SRM priorities (e.g. Region IPLs for Demolition, MEF, and NCF)

(c) PWT Component: As the forward deployed execution platform, the PWT:

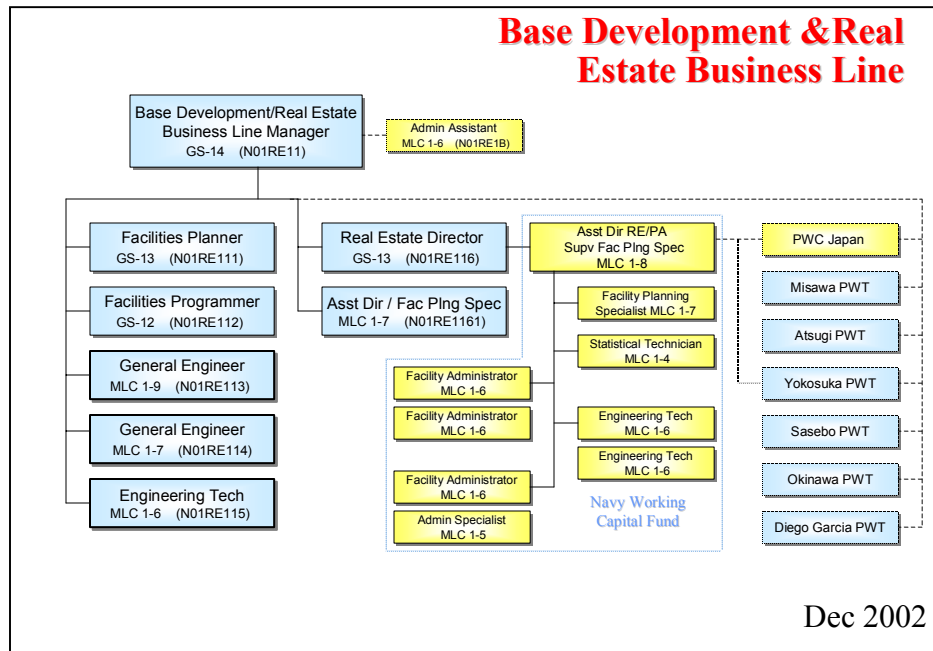
- 1) Links to the Base, tenant commands, JED, respective DFABs, and other customers
- 2) Provides timely input and review on periodic design and construction submittals as applicable; e.g. FIP PCPs, CPs, DDDs, and Construction drawings
- 3) Provides timely input, review, validation, and submission of applicable construction reports
- 4) Responds to Base concerns during construction to ensure continued Base operations
- 5) Interfaces with Real Estate for documentation and records purposes, in the turnover and acceptance process with JED and the respective DFABs; and to update the iNFADS as directed
- 6) Monitors and coordinates warranty issues with JED and the respective DFABs
- 7) Supports the Hub as directed





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## (9) Concept of Operations

(a) The Regional Base Development & Real Estate Business Line (BL) operates three interactive functional areas: (1) Planning, (2) Real Estate, and (3) Construction.

(b) The respective PWT components will administer or coordinate all interactive functional area actions in the following geographic locations and associated water areas and air space, to the extent designated by the Hub:

Commanding Officer, U.S. Naval Air Facility, Misawa (NAF Misawa) for:

- (1) Misawa Air Base, FAC 2001 (portion)
- (2) Hachinohe POL Depot, FAC 2006

Commander Fleet Activities, Yokosuka (COMFLEACT Yokosuka) for:

- (1) Akasaka Press Center (Hardy Barracks), FAC 3004 (portion)
- (2) Negishi Dependent Housing Area (portion), FAC 3066
- (3) Yokohama North Dock (portion), FAC 3067
- (4) Ikego Housing Area and Navy Annex, FAC 3087
- (5) Azuma Storage Area (Hakozaki), FAC 3090
- (6) U.S. Fleet Activities, Yokosuka, FAC 3099
- (7) Nagasaka Rifle Range, FAC 3104
- (8) Koshiba POL Depot, FAC 3113
- (9) Tsurumi POL Depot, FAC 3144



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### OPERATIONS MANUAL for CNFJ Regional Facility Management System –July 2003

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- (10) New Sanno U.S. Forces Center, FAC 3185
- (11) Gifu Air Base, FAC 4165

Commanding Officer, U.S. Naval Air Facility, Atsugi (NAF Atsugi) for:

- (1) Kisarazu Air Base, FAC 3033
- (2) Atsugi Air Base, FAC 3083
- (3) Tomioka Storage Area, FAC 3072
- (4) Kamiseya Communication Site, FAC 3096
- (5) Fukaya Communication Site (Totsuka), FAC 3097
- (6) Iwo Jima Communication Site, FAC 3181

Commander Fleet Activities, Sasebo (COMFLEACT Sasebo) for:

- (1) First Service School Training Facility (Eta Jima), FAC 4162
- (2) U.S. Fleet Activities, Sasebo, FAC 5029
- (3) Sasebo Dry Dock Area, FAC 5030
- (4) Akasaki POL Depot, FAC 5032
- (5) Sasebo Ammunition Supply Point (Maebata), FAC 5033
- (6) Iorizaki POL Depot, FAC 5036
- (7) Yokose POL Depot, FAC 5039
- (8) Harioshima Ammunition Storage Area, FAC 5050
- (9) Tategami Basin Port Area, FAC 5086
- (10) Sakibe Rifle Range, FAC 5117
- (11) Sakibe Navy Annex, FAC 5118
- (12) Hario Housing Area, FAC 5119
- (13) Omura Air Base, FAC 5122

Commander Fleet Activities, Okinawa/U.S. Naval Air Facility, Kadena (COMFLEACT Okinawa/NAF Kadena) for:

- (1) Kin Red Beach Training Area, FAC 6019 (Class II property only)
- (2) Kadena Ammunition Storage Area, FAC 6022 (portion)
- (3) Sobe Communication Site, FAC 6026
- (4) Yomitan Auxiliary Airfield (portion), FAC 6027
- (5) Tengan Pier, FAC 6028
- (6) Camp Shields, FAC 6032
- (7) Kadena Air Base, FAC 6037 (portion)
- (8) Awase Communication Station, FAC 6046
- (9) White Beach Area, FAC 6048
- (10) Kobi Sho Range, FAC 6084
- (11) Sekibi Sho Range, FAC 6085
- (12) Oki Daito Jima Range, FAC 6088

Commanding Officer, U.S. Navy Support Facility, Diego Garcia

- (1). Diego Garcia, British Indian Ocean Territory (B.I.O.T)



c) The Hub will periodically review the above geographic assignments and consider realigning or consolidating geographic areas of responsibility, as it strives to achieve better effectiveness and efficiency in the service delivery process.

**(10) Service Delivery Process**

a) The Regional Base Development & Real Estate BL Service Delivery Process involves daily interface between Hub and PWT players using various means of communications to ensure a commonality of philosophy and direction. Basic Regional Base Development & Real Estate policies and principles inherent in the development and implementation of the Shore Facilities Planning (SFP) and Regional Shore Infrastructure Planning (RSIP) Systems will be championed by the Hub, and used by the PWTs to optimize their land use and redevelop or sustain, revitalize, and modernize their respective Base facility infrastructures throughout the Region.

b) The Hub will review and approve all Facilities and Land Use Planning decisions involving Capital Improvements to Region's class 1 and 2 real property, with authority for approval being delegated to the PWTs on an as-needed basis. For example, space management and appropriate SRM-funded projects required to implement management plans are traditionally Base-centric responsibilities and will remain so unless the Hub starts a Region-wide initiative that could affect two or more Sub-Regions.

c) The PWTs will be encouraged to create efficiencies in the Regional Base Development & Real Estate processes at their respective Bases, using the Hub's ability to flex its Regional organization.

d) The Regional Base Development & Real Estate BLM will have direct access to COMNAVFORJAPAN Headquarters via the Regional Engineer on all Command-interest facilities planning-related matters, specifically as they relate to Host Nation relations and SOFA implementation and interpretation.

e) SOFA-related documents will be prepared by the Hub's Real Estate functional area, reviewed by the Regional Base Development & Real Estate BLM, and forwarded to COMPACFLT for approval via the COMNAVFORJAPAN Regional Engineer or Deputy; after which the Regional Engineer or Deputy is authorized to implement. The PWTs will be required to consult the Hub on all land and facility matters that affect or may lead to, the use of SOFA granted property before discussing them with Host Nation individuals or organizations. All other non-SOFA type real estate documents will be signed and implemented by PACNAVFACENGCOM.

**(11) Technical Support and Innovation**

a) Higher authority policy guidance is generally provided via COMPACFLT and PACNAVFACENGCOM, to include introduction of better ways of doing business. At the same time, the Hub's in-country experience provides higher authority with a better understanding of the culture and foreign business practices that lend themselves to



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identifying improvement opportunities for technical support among all involved. Collectively, the Hub and PWTs are encouraged to develop innovative ideas and solutions to technical issues inherent in the Regional Base Development & Real Estate process, and to use periodic meetings or conference calls to ensure consistency and decisiveness.

b) When aligning with policy guidance from higher authority, the BLM issues written instructions Japan-wide to all Navy bases and activities setting forth rules, laws and regulations to be followed in the acquisition, utilization and disposal of real property based on Navy Real Estate Manual P-73 and other appropriate rules, laws and regulations.

c) The BLM will adopt, and encourage from the PWTs, best business practices by preparing and processing all planning, real estate, and construction (where applicable) actions in a manner that can be completed with minimum effort and review, to ensure compliance with the SOFA and appropriate Navy Real Property rules, laws and regulations.

d) Networking with Navy subject matter experts is a key and essential ingredient to enhancing a team effort, and the Hub should encourage frequent email, telephone contact, or video teleconferencing with higher authority and Centers of Technical Expertise (CTE) to ensure current issues and matters affecting the integrity of BL functional areas are conveyed to all PWTs in a timely and effective manner.

e) Where applicable, the Hub will lead all real property acquisition strategies and optimize Hub resources to implement such strategies.

f) As the RFMS evolves, the BLM and PWOs should identify improvement opportunities through daily interface among the three functional areas. Accepted (or developed) processes must be reevaluated constantly to ensure the most efficient and effective way to accomplish specific actions.

g) Solving technical problems can be achieved through a collective effort within the Hub/PWT team as well as through dialogue with CTEs; e.g., PACNAVFACENGCOM on real estate matters.

## (12) **Funds Management**

a) The Regional Base Development & Real Estate BL Financial Model is a combination of both mission-funded and Navy Working Capital Fund (NWCF) entities, with the Hub and PWTs (mission-funded) being authorized the ability to request for BL service assistance via contracts or from PWC Japan (NWCF) as needed. For example, the Real Estate function at all Bases is mission-funded while that of Yokosuka Base is basically NWCF (through PWC Cost Center 115) and subject to assignment to various Bases by the BLM as needed. Note: Funds Management should not be confused with the chain of command. For example, current PWC Code 109 employees performing iNFADB and other real property related tasks are financially supported by PWC's



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NWCF, but will now report OPCON to the BLM, a mission-funded billet. (Code 109 is ADCON and budgetary control to PWC Code 100.)

b) Both the Hub BLM and PWTs are expected to develop annual projected operating budgets and seek potential revenue funding streams from major clients and customers, via their respective financial management organizations.

c) The PWTs will address labor, contracted services, equipment and supplies, travel and other expenses required to deliver planning products and services when developing their projected budgets, then submit them to the BLM for review and comment. Final approval resides with the PWTs' respective financial management organizations.

d) Budget allocation and execution will be monitored by the Business Line Commodity Manager for NWCF and the BLM and respective PWT for mission-funds. Mission-funded budget tracking/execution will be in accordance with the RFMS's RPAO management process developed by the Regional Business Management Office and the Regional Comptroller. NWCF budget tracking/execution will be in accordance with PWC Japan's NWCF budget/commodity management process. The RPAO and PWC BM/Comptroller will assist the BLM and Commodity Manager with the overall funds management of the Business Line. Assistance include but are not limited to; tracking, controlling, and reporting income and expenditures through monthly budget execution updates, or as required/needed.

e) Aside from annual COMPACFLT budget allocations, most projected revenue streams will be managed by PWC Japan Commodity/Cost Center Manager (CCM), which receives annual Job Order Number (JON) funding through established PWC labor rates from COMNAVFORJAPAN, PWC Codes 600 (Utilities) and Code 30 (Production), The New Sanno, USNAVHOSP Yokosuka, DLA/DDYJ, FISC Yokosuka, NAVSHIPREPFAC Yokosuka, and NAVCOMTELSTA Far East. Other customers provide funding on a per work request basis.

f) Cost components consist primarily of labor, with minor costs for office equipment and supplies, although the BLM can request for contracting services and budget accordingly.

g) Since most of the costs in Budget execution management are labor, actual expenses usually coincide with the established budget. PWC Commodity Cost Center Manager (CCM) also receives NWCF monthly budget execution reports to compare costs with the budget. Then in the event a JON has been expended, 115 will request additional funds from the customer. While the PWTs have execution responsibility, the RPAO and CCM will monitor the monthly budget execution reports for the PWTs, and report anomalies.

h) For the Funds allocation process, funds are allocated via mission funds through the CNFJ Comptroller Budget process, in consultation with the RFMS RPAO.



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On the NWCF side, PWC CCM prepares its budget per PWC budget guidelines, and rates are set accordingly.

### (13) **Position Management**

a) The BL Position Management responsibility revolves around a cooperative effort between the Hub Business Line and the PWTs, with the BLM recommending the optimum use of current MLC, USCS, and Military billets to the Deputy Regional Engineer (RE); in conjunction with policy received from the RFMS RPAO, Regional Business Management Office, Regional Foreign Labor Office, Regional Comptroller, PWC Business Group and NAVFACENGCOM. The position management process is described in Chapter 6.

b) By coordinating with the respective PWO, the BLM has the authority to initiate with the Human Resources Office (HRO) those personnel actions that do not affect overall OM&N-funded or NWCF end-strength within the Regional Base Development & Real Estate Business Line. Changes to the MEO and all personnel actions that affect end-strength or transfers personnel among the Hub, PWTs, and NWCF must be approved by the Regional Engineer's RFMS Steering Team before submission through the CNFJ Position Management Review Board and/or HRO for processing.

c) The BLM, with assistance from the PWOs, will monitor workload volume on a regular basis using established metrics and projected tasks, then recommend adjustments in billet structure through redefining of functions (when needed), realignment (temporary or permanent from intra-Base or inter-Base), and establishment (or deletion) of billets to the RFMS Steering Team.

### (14) **Community Management**

a) Superior recruiting, training, and mentoring form the basis of consistency and decisiveness in the Regional Base Development & Real Estate Business Line's success. Therefore, the goal is to ensure the BL consists of a core competency of employees with abilities and potential as urban planner, economist, lawyer, statistician, engineer, and marketer.

b) Recruitment (personnel actions) remains a Human Resources Office (HRO) function. The BLM with PWO input will initiate action by justifying the recruitment of new planners, engineers, architects, engineering technicians, real estate and facility specialists, and other support staff or initiate their transfer within the system as needed, to gain more efficiency. The BLM will then develop or endorse appropriate documents prior to submission via the RFMS RPAO.

c) Once recruited, new (and current) employees will be afforded every opportunity to develop their knowledge (of) and skills in implementing the SFPS and RSIP system by being allowed maximum access to established NAVFAC-sponsored and related courses, training media and tools. PWOs will ensure these opportunities are made available to their employees by maintaining Individual Development Plans (IDP) at their





respective activities, and developing annual training programs for submission to the BLM as part of the budget process. The BLM and PWOs will ensure each employee's career development is monitored in consonance with NAVFAC-established planning career levels of competency. For example, the BLM will ensure potential real estate specialists are trained to meet the standards for warranting of a Real Estate Contracting Officer pursuant to Chapter 10 of NAVFAC P-73, Navy Real Estate Procedural Manual.

d) Employees will also be ensured a working environment where peer mentoring is the rule. Mentoring is an essential ingredient of ensuring employee professional growth and career development. The BLM, PWOs, and all supervisory and senior employees will share responsibility in mentoring all BL Members through daily interface and sharing of experience and knowledge inherent to the Regional Base Development & Real Estate profession.

**(15) Infrastructure Management**

a) Requirements for office equipment (purchased or leased) and software upgrades, furniture, and planning tools will be developed by the RFMS RPAO and BLM with input from the PWTs; after which the PWTs are responsible for seeking funding resources via their respective base financial managers. Equipment is generally limited to PC workstations, scanners, facsimile machines, and printers. Local Area Network (LAN) survey equipment management will be the responsibility of PWC Japan and PWTs.

**(16) Business Line Performance Metrics**

a) Performance metrics will be developed in consonance with CNO N46's ongoing Facilities IPT effort to establish globally aligned guidance that ensures efficiency and effectiveness in future ashore infrastructure. Fiscal Year 2001 operating costs, respective Bases' Plant Replacement Value (PRV) and the CNFJ headquarters PRV will be used as benchmarks by the BLM and the RFMS RPAO. Note: *[The Business Line is waiting for the Navy's final decision on IPT recommendations.]*

**(17) Business Line Knowledge and Data Management**

a) Establishing core competency in the Regional Base Development & Real Estate Business Line requires the Hub and PWTs to focus on their respective roles and determine the degree of knowledge and data management needed to attain their level of expertise. The Business Line will use existing tools such as Geographic Information Systems (GIS), RSIP Link, and Enterprise Knowledge Management (EKM) to share and catalogue information required to provide world-class services.

b) For the Hub, all pertinent information is obtained and managed to focus on global and scenario planning as it impacts the Region, working closely with COMPACFLT on operational matters and USFJ and the Host Nation on SOFA matters. Regular updates and reporting of Region planning and programming initiatives such as USG and Host Nation acquisition programs are required.





c) The PWTs focus on local Base Regional Base Development & Real Estate with guidance from the Hub, to ensure their respective Bases can perform their mission. Regular updates and reporting of SFPS matters, INFADS, AIS, LRMP, and applicable data links as authorized are required.

**(18) Business Line Support**

a) The RFMS allows each BL and PWT to seek financial, position management, information technology, and management support from within. Except for the Diego Garcia PWT, most Business Line Support is provided by the PWC Japan Business Group that works closely with COMNAVFORJAPAN Regional Business Management Office, Comptroller, and Information Technology to ensure each BL can perform its mission.

b) Navy Working Capital Fund (NWCF) personnel and assets associated with the Hub will continue to be administratively controlled by the PWC Business Group, but with direct input and concurrence from the BLM and the Facilities RPAO. Mission funded PWTs and elements of the Hub will receive (or be augmented by) comparable support from their respective base support staffs.

c) The Region's Activity Base Costing (ABC) method of cost accounting will be used to focus on the work the BL does, then allow the RFMPAO and BLM to reevaluate the levels of support provided by the Business Group.

d) The Financial Management Support Group will provide primary support for NWCF elements of the Hub, and at the same time interface with the Regional Comptroller via the RPAO on appropriate fund transfers and other actions.

e) Full Time Equivalent (FTE) Allocation/Tracking, Organizational Analysis, Hiring Control, Most Efficient Organization (MEO), and Workforce Shaping are the responsibility of the Position Management Support Group, with direct input from the BLM and PWOs.

f) The Information Technology Support Function Manager will provide (and maintain) all IT hardware and associated software and systems (e.g., Regional Shore Installation Management System, or RSIMS) for NWCF personnel, and work closely with CNFJ N6 to ensure compatibility with the BL's programs and tasks. The BLM will work with CNFJ N6 to provide mission funded elements of the Hub with required IT assets.

g) The BLM will work with the RFMS System Support Manager to develop and implement processes for Management Analysis, Training, Physical Security, Public Affairs, Award, Labor Employee Relations and Personnel Staffing (classification and recruitment), as they relate to all mission funded and NWCF personnel within the BL. PWC Japan provides secretarial/admin support services to the CNFJ Regional Engineer Division staff on a reimbursable basis.



**(19) Business Line Key Interfaces**

a) The ability of the Regional Base Development & Real Estate BL staff to interface daily with both US Government and Host Nation organizations is the key to successfully maintaining the Navy's forward deployed presence, on lands owned by the National Government and granted to the US Government under mutual defense treaties.

b) The BLM will ensure COMPACFLT staff, COMNAVFORJAPAN Region staff, Base COs, PWOs, and RFMS clients are routinely updated on mid to long-range planning, construction, and maintenance initiatives that involve the US or National Governments as applicable, through accepted correspondence practice and electronic media. Likewise, the PWTs are responsible for routinely communicating updates on short to mid-range initiatives to their respective local Base communities. For Japan, the BLM will also ensure that COMUSJAPAN and the Host Nation Government of Japan (GOJ), when appropriate, are kept apprised of Navy initiatives and issues that involve the use of land and facilities through established bilateral forums such as the Facilities Subcommittee (FSC), the Facilities Improvement and Relocation Panel (FIRP) and the SACO Implementation Panel (SIP). The Hub will interface with COMUSJAPAN, the Defense Facilities Administration Agency (DFAA) and its Bureaus (DFAB), while the PWTs interface with their respective DFABs (as designated by the Hub) and their local Offices (DFAO).

c) The need for joint interface between the Navy and the Host Nation(s) will ensure the BL collectively administers and leverages the Region's technical and management capabilities to reduce capital expenditure and recurring maintenance and operational costs, in consonance with the NAVFAC and RFMS business line philosophy. For example, continuous joint interface will help the Navy leverage its capabilities to gain long-term investments in the form of redeveloped facility infrastructure through Host Nation construction.

**(20) Functions in support of the Regional Program Action Officer**

The Base Development and Real Estate BLM will support the RFMS RPAO and provide input assistance in the following areas:

- a) POM Input Process
- b) Budget Input Process
- c) Unfunded Requirement Process
- d) Other Regiona RPAO tasking, such as data calls, briefing preparation, etc.



c. **CAPITAL IMPROVEMENT BUSINESS LINE**

(1) **Business Line Mission**

a) Products and services delivered: engineering and architectural design services, including engineering studies, investigations, concept designs, designs, cost estimates, engineering consultation services, and geographical information systems (GIS), for all type I and II design projects beyond the planning stage.

b) Major clients supported: Commander, Naval Forces, Japan; Department of Defense and U.S. State Department agencies in the Commander, Naval Forces, Japan Region.

c) Commands supporting: Commander, Naval Forces Japan (CNFJ); Public Works Center, Japan (PWC); Office in Charge of Construction, Far East (OICC), and General Services Administration (GSA).

(2) **BL Component Roles**

a) Business Line Manager: The Capital Improvement Business Line Manager will centrally manage the regional Type I design program and centrally manage the acquisition of Architectural and Engineering Design contracts, using the Officer in Charge of Construction, Far East contracting services.

b) The Business Line Manager is responsible for the regional community development of the business line's professional engineers and architects.

c) In addition the Business Line Manager is responsible for development and execution of the Hub's centralized Navy Working Capital Fund Budget.

d) Hub Component: PWC Japan's Design and Engineering Department is an In-House engineering design agent that manages and provides regional Type I Engineering and GIS services using OICC, GSA, and the NAVFAC Centers of Technical Expertise assets.

e) PWT Component: PWT Engineering and Planning Departments at NAF Atsugi; Commander, Fleet Activities, Sasebo; Commander, Fleet Activities, Okinawa; NAF Misawa; and the ROICC Yokosuka are In-House engineering design agents that provide Type II Engineering Design Services, Facilities Support Contracts, and local Engineering Studies and Estimates as capacities allow.

f) Centers of Technical Expertise: Navy Engineering Service Center, Underwater surveys and inspections, and specialized engineering studies and designs; PACDIV, Fleet mooring and centrally funded "SEABEE" designs; and the U.S. Army Corps of Engineers, MILCON Designs.

(3) **BL Concept of Operations**



a) BL Service Delivery Process:

1) NAVFAC Type I Engineering Services will be managed and provided by the Hub using In-House Design capabilities that are supplemented, as needed by A-E contracts. The Regional Design and Engineering Department, PWC Japan will provide A-E design contract service for the Japan Region.

2) NAVFAC Type II Engineering Design Services provided at each Base by:

a. PWT Engineering and Planning Department at Naval Air Facility, Atsugi.

b. PWT Engineering and Planning Department at Commander, Fleet Activities, Sasebo.

c. PWT Engineering and Planning Department at Commander, Fleet Activities, Okinawa.

d. PWT Engineering and Planning Department at Naval Air Facility, Misawa.

e. ROICC Yokosuka at Commander, Fleet Activities, Yokosuka

3) The Capital Improvement Business Line Manager, in close coordination with the Base Engineering Officers/Directors and Facilities Engineers, will centrally manage the Type I design program from PWC Japan, primarily using PWC's In-House Design Division and by centrally managing the acquisition of Architectural and Engineering Design contracts via the Officer in Charge of Construction, Far East and NAVFAC Centers of Technical Expertise.

4) On-site Base Public Works Officers will, via their Engineering Design Officers/Directors, manage their architectural and engineering programs with regional support for Type I Designs. Base Engineering Officers/Directors at NAF Atsugi, CFA Sasebo, CFA Okinawa, NAF Misawa and the Resident Officer in Charge of Construction, Yokosuka will be responsible for managing the In-House execution of Type II Engineering Designs, Engineering Studies and Estimates and Facilities Support Contracts, with support from the Hub as required.

b) BL Technical Support and Innovation:

1) The Capital Improvement BL manager will work closely with the PWOs and their respective Design Officer/Director to develop and incorporate the latest technical design procedures.

2) Hold annual Engineering Design Officer/Directors meetings to explore best engineering business practices, and benchmark engineering processes with other design agencies.

3) BLM will continue to participate in NAVFAC's PWC Engineering Directors conference calls.

4) BLM will work closely with OICC FE to improve and take advantage of new regional contract vehicles for both Construction and A-E procurements.



5) Use long-range strategic planning methods to plan and program future engineering process improvement requirements.

c) BL Funds Management:

- 1) Financial Model: The centralized hub uses a Navy Working Capital Fund model. The Base PWT Engineering Departments are mission-funded organizations, Financial model for the Mission Funded engineering departments and ROICC will be designed by the Regional Facilities Management Support Team, with support from the Capital Improvement Business Line Manager
- 2) Projected revenue streams: The Hubs primary clients are; CNFJ/CPF Mission support OM&N monies; CNFJ/CPF Housing OM&N and renovation monies. Base PWT's primary clients are CNFJ/CPF Mission support OM&N monies.
- 3) Cost components: The Hub is an in-house design system with overflow capacity provide by A-E contracts. Budget in and design rates will be develop by the NWCF process.
- 4) Budget execution management: Project execution schedules are developed in conjunction with the CNFJ Regional Base Development & Real Estate, and Maintenance Business Lines and OICC FE's execution abilities.
- 5) Funding allocation process: Developed by the Regional Base Development & Real Estate, and Maintenance Business Lines. The Capital Improvement Business Line is an execution platform. The Hub's Design and Engineering Officer uses NWCF budget process.

d) BL Position Management (includes MLC, USCS, Military positions)

- 1) The BLM and Design Officers/Directors will monitor workload volume and design metrics. Data evaluations will be used by the BLM to level and document personnel requirements for each PWT Planning and Engineering Department, or the ROICC Yokosuka and the Hub to determine the engineering discipline requirements to correctly size the design organizations.
- 2) Using CNFJ HRO the Engineering Officers/Directors and the Yokosuka ROICC will be responsible for recruiting and staffing their PWT Planning and Engineering Departments and the ROICC team. Likewise, the BLM and the In-House, A-E design and GIS division heads will be responsible for recruiting and staffing the Engineering Hub Component.
- 3) Position increases and decreases will be determined using workload and project metrics. The BLM and the Engineering Officers/Directors will jointly conduct workload evaluations. All personnel actions that affect end-strength, or transfers personnel among the Hub, and/or the PWT, must be approved by the RFMS Steering Team before submission to HRO for processing.

e) BL Community Management

- 1) Recruiting: Base PWT Engineering Officers/Directors will recruit and hire engineering personnel with regional support and coordination as necessary. The



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BLM and the Hub In-house, A-E design, and BL division heads will recruit and hire engineering personnel for the Hub engineering staff.

2) Training: Base PWT Engineering Officers/Directors will be responsible for developing and implementing the necessary training for their Capital Improvement Business Line personnel. The BLM, the In-House, A-E division and BL directors will be responsible for developing and implementing the necessary training for their Capital Improvement Business Line personnel and project design engineers. NAVFAC Community Management and DAWIA requirements will be regionally standardized and provide by the Capital Improvement BLM via the Hub.

3) Mentoring: The Hub and each PWT Planning and Design Department will develop a local mentoring program. The Base Design Officers/Directors and the Hub's In-House, A-E Design and BL division heads will be responsible for the mentoring program for their respective division.

### f) Infrastructure Management:

1) Base PWT Design Officers/Directors will work with their PWO to maintain and manage engineering design spaces for their Planning and Engineering Departments. The Capital Improvement BLM will act as the Engineering Officers/Directors facilities advocate with the Regional Engineer.

2) Major equipment: Minimum equipment and software requirements will be developed by the BLM and the regional staff in conjunction with the PWT Design Officers/Directors and the Hub In-House, A-E Design, and BL division heads. Each Design Officer/Director is responsible for resourcing their requirement via mission or NWCF budget processes. The Hub will budget equipment using the NWCF system.

(4) **BL Performance Metrics** Commodity/Cost Center Budget Execution Status (Budgeted vs. Actual): Budget execution status of the Capital Improvements commodities is very important for Navy Working Capital Fund financial health. Monthly status will be provided to the RCIBLM and the Engineer Directors to ensure the financial health of the Capital Improvements Business Line is solvent and meeting established financial targets/goals. Information tracked and reported will include billing quantities, Year-to-date gain and loss, budgeted vs. actual value, and reasons/justification for the gain/loss projections and/or actual performance of the commodity/Cost Center.

a) What is measured: Design Volume, Number of Projects, Design Hours, Base Project Execution Rate and the Hub's annual design fee.

### b) How it is measured:

1) Design Volume is measured using Design in Place.

2) Number of Projects is a count of the Engineering Work Requests by number of project less than and greater the Simplified Acquisition Procedures threshold.

3) Design Hours are the number of direct labor hours charged to engineering projects.





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4) Base Project Execution Rate is the percent of design jobs actually funded by each PWO

5) Hub's annual design fee is the pre-determined rate charged to customers.

c) When is it measured: PWT Design Offices and the Hub will maintain the records as jobs are completed. The hub will issue quarterly and annual reports.

d) Who gets the information: Data and reports will be shared quarterly with the Design Officers/Directors, and annually with the Public Works Officers and Regional Engineer.

### (5) **BL Knowledge and Data Management**

a) Primary information is the design volume, total number of projects and the annual design rate or cost to clients.

b) Each PWT Engineering Department and the Hub will collect Capital Improvement Business Line Data.

c) The Hub is responsible for processing and developing the reports and coordinating and answering Regional data calls.

### (6) **BL Support.**

a) Business analysis support: The Capital Improvement BLM with support from the Regional Engineering Officer/Directors will work with the PWC Business Manager and Regional Business Manager and their team for continuous business line process improvements.

b) Financial management support: The Hub will receive financial manage support via established NWCF process. The PWT Engineering Departments will receive financial support via their respect base comptroller with engineering program endorsement and advocacy for Capital Improvement BL initiatives by the Capital Improvement BLM.

c) Information systems support: The Hub will receive IS management support via established NWCF process. The PWT Engineering Departments will receive IS support via their respect base IS departments with engineering program endorsement and advocacy for Capital Improvement BL initiatives by the Capital Improvement BLM.

d) Administrative support: The Hub will receive administrative manage support via established NWCF process. The PWT Engineering Departments will receive administrative support via their respect base structure with engineering program endorsement and advocacy for Capital Improvement BL initiatives by the Capital Improvement BLM.

### (7) **BL Key Interfaces:**

a) With Base PWOs and Base COs: Base PWOs will rely on their Engineering Officers/Directors for the day-to-day interface with the Capital





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Improvements Business Line. The Capital Improvement BLM will work closely with the Base PWOs and their Engineering Officer/Directors on any emergent Capital Improvement BL initiatives.

b) With RFMS Clients: All Capital Improvement BL clients' primary point of contact will be the PWT Engineering Officer/Director or staff. Large and complex engineering projects can be handled at the Hub as necessary, by dealing with the Capital Improvement BLM.

c) With CNFJ Regional Staff: Limited, handled by Capital Improvement BLM, Base PWO and Deputy Regional Engineer as necessary.

d) With COMPACFLT Staff: Limited, handled by Capital Improvement BLM and Base PWO and Deputy Regional Engineer as necessary

e) With Host Nation Government Organizations: By the Base COs and PWOs, the Capital Improvement BL will provide technical support as necessary.

f) With U.S. Forces Japan Staff: By the Base COs, PWOs, and Deputy Regional Engineer, the Capital Improvement BL will provide technical support as necessary.

g) With NAVFAC Business Line Links: Capital Improvement Business Line Manager will maintain NAVFAC Business Line Links.

h) With other RFMS Business Lines: Capital Improvement Business Line Manager will maintain RFMS Business Line Links.

### (8) **Functions in Support of the Regional Program Action Officer.**

The Capital Improvments BLM will support the RFMS RPAO and provide input assistance in the following areas:

- a) POM Input Process
- b) Budget Input Process
- c) Unfunded Requirement Process
- d) Other Region RPAO tasking, such as data calls, briefing preparation, etc.



d. **ENVIRONMENTAL BUSINESS LINE**

(1) **Business Line Mission**

a) Products and services delivered: Develop and maintain a comprehensive, efficient, and responsive Environmental Management System (EMS) to deliver world-class environmental policy, compliance, and services support to both our Forward Deployed Naval Forces and Base Operations.

b) Major clients supported: Clients supported include all CNFJ Region organizations, departments and installations, both ship and shore based, COMPACFLT N465, and USFJ J42E.

c) Commands supporting: CNFJ

(2) **BL Component Roles**

a) Business Line Manager: Owner of the Environmental BL compliance, policy, and program delivery process. Environmental BL policy and technical expert, innovator. Networks with Navy, USFJ, and CPF experts. Environmental BL financial manager, execution strategy development, procurement coordinator, knowledge and database manager. COMPACFLT-assigned Force Environmental Advisor and Regional Environmental Coordinator. Regional Navy On-Scene Coordinator for spill response. Environmental BL staff includes two Deputy Force Environmental Advisors to implement the environmental business model as defined by the Environmental BL Manager and other tasks per CPF, USFJ, and CNFJ.

b) Hub Component: Central execution platform that supports entire Region. Robust in-house capability. Maintaining a “critical mass” of technical talent. Oversight of environmental contracting, deployable service teams, supports all business lines. Services hub will provide: FIP environmental project review, preparation and update of environmental management plans, review of potential policy documents being developed by USFJ or COMPACFLT, reviews specifications, designs, and cost estimates for environmental projects. Regional MLC environmental training manager, regional environmental policy development, and Regional environmental quality assessment (EQA) manager. Regional entomology program manager. Regional spill response program manager.

c) PWT Component: Environmental Management Systems (Compliance), Pollution Prevention, Natural and Cultural Resources Program implementation and management, Hazardous waste management, recycling, and all other installation environmental programs required by applicable standards. In accordance with Regional guidelines each Base Team will be given the latitude to determine the most cost effective manner in which to execute their hazardous waste management and recycling programs by taking into account factors such as local market conditions, cost effectiveness, efficiency, and customer service.



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d) Centers of Technical Expertise: NAVFAC, PACDIV, JED, FISC. Can be called upon to perform specific functions/tasks outside of the capabilities of the Environmental BL Hub.

### (3) **Concept of Operations**

#### a) Service Delivery Process

1) Environmental policy is developed and/or reviewed by the Environmental BL Manager and set forth by CNFJ N00 via the RE. The Installation Commander enforces environmental policy. Systems to implement the environmental compliance policy are implemented at both the Installation and Hub Level. To the greatest extent practical, Environmental BL provides centralized environmental engineering services, Environmental Management System (EMS) guidance, to include planning, budgeting, auditing, and execution support to Region bases. Consolidate, clarify, and validate budget submissions by Region activities

2) PWT's retain compliance enforcement capability and develop goals to support the EMS, achieve and maintain compliance with the Japan Environmental Governing Standards (JEGS), applicable policy, regulations, and instructions. Environmental BL Manager develops regional environmental business plan and compliance policy. Environmental BL Manager utilizes dynamic Environmental BL Hub staffing to support Region requirements.

#### b) Technical Support and Innovation

1) Developing an Environmental Management System (EMS) to comply with policy guidance from OP-45 and COMPACFLT

2) Adopting best business practices and implement an Environmental Quality Assessment (EQA) Program.

3) Networking with Navy subject matter experts and host nation experts via the Environmental Sub-Committee.

4) Execution development

5) Identifying improvement opportunities

6) Solving technical problems

7) Japan Environmental Governing Standards (JEGS) compliance subject-matter expert.

#### c) Environmental BL Funds Management

1) Financial Model: Mission funded.

2) Projected revenue streams: Recycling revenue, re-invested into existing recycling programs. Reimbursable project orders.

3) Cost components: Labor, contracts, equipment, services, training, CTE tasking and projects. Follows the ABC model for allocating costs to environmental activities, and EPR web to justify and track budget cost components.



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- 4) Budget execution management: Continue to manage Environmental BL budget using established COMPACFLT POM/Budgeting process. (EPR web) Environmental BL Manager aggressively monitors project execution.
  - 5) Funding allocation process: Continue to validate funding requests through COMPACFLT and CNO, with funds allocation and expenditure closely managed by Environmental BL Manager
- d) Environmental BL Position Management (includes MLC, USCS, Military positions)
- 1) Most efficient Organization (MEO) development and maintenance: MEO established by Environmental BL Manager and
  - 2) Hiring/Retention process within MEO positions: Follows standard DON HRO practices with Base PWO holding selection board/retention board for base Environmental Program Managers and then forwarding results to Environmental BL Manager for final approval.
  - 3) Process to change MEO, establish new positions: Any modifications required of the MEO will be identified through a continuous evaluation process by the Environmental BL Manager and forward through the RFMS Steering Team and CNFJ position management board for approval.
  - 4) Position allocation process: Environmental BL position allocation requirements will be staffed through CNFJ HRO office for validation. Environmental BL Manager will maintain flexibility to dynamically manage staff workloads and tasking to most efficiently address regional needs/priorities.
  - 5) The position management process is described in Chapter 6.
- e) Environmental BL Community Management
- 1) Recruiting: Recruitment will be performed through established DON HRO channels. The Environmental BLM must validate any new/upgraded USCS/MLC positions.
  - 2) Training: Training requests will be submitted to the regional Environmental Training Manager for approval and funding. Environmental BL Hub will provide MLC/USCS HW training support to all base Teams.
  - 3) Mentoring: Environmental BL provides through semi-annual conferences and routine contacts over specific matters.
- f) Infrastructure Management
- 1) Facilities occupied: hazardous waste facilities, office spaces, recycling facilities.
  - 2) Major equipment owned: spill response, recycling, and hazardous waste management equipment.
- (4) **Performance Metrics**
- a) What is measured: hazardous waste disposal costs, HAZMIN savings/cost avoidance, and EPR project execution.



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- b) How it is measured: All metrics are measured using budget data extracted from CNOs EPRweb database and NAVSUP RHICS database.
- c) When is it measured: All metrics are measured on a semi-annual basis during the regular budget execution review process.
- d) Who gets the information: Metric performance data is forwarded to the Regional Engineer.

### (5) Electronic Knowledge Management (EKM)

- a) What information is important: Policies, regulations, directives, inventories, program metrics, and EQA data.
- b) Who obtains, maintains: LACs are responsible for obtaining and maintaining necessary data for their bases. The Environmental BL Manager is responsible for implementing the Regional Environmental EKM data management program.
- c) Process for reports, data calls, and metrics: The Environmental BL Manager is the central interface between base level and Region and/or COMPACFLT reporting, data calls, and metrics.

### (6) Environmental BL Support.

- a) Business analysis support – Provided by ABC.
- b) Financial management support - CNFJ business office provides manpower support for program execution.
- c) Information systems support – CNFJ N6 provides.
- d) Administrative support – PWC Japan provides secretarial/admin support to the CNFJ Environmental staff on a reimbursable basis.

### (7) Key Interfaces:

- a) With Base PWOs and Base COs: Environmental BLM has direct access to Base Local Area Coordinators (LAC). LACs are the environmental division directors at each base. LACs are fully accountable to his/her PWO and CO to deliver world-class environmental management support for all EC functions. The LAC is also accountable to the Environmental BL Manager.
- b) With RFMS Clients : Support as needed/required.
- c) With CNFJ Region Staff: Environmental BLM has direct liaison authority with all CNFJ regional staff as required to execute assigned functions.
- d) With COMPACFLT Staff (Environmental BLM has direct liaison authority with CPF N46 and N01N staff in carrying out assigned policy and compliance functions.
- e) With Host Nation Government Organizations: Environmental BLM is the alternate Navy representative to the US Forces Japan Environmental Subcommittee (ESC), including all technical working groups of interest to the Navy.
- f) With U.S. Forces Japan Staff: Environmental BLM has direct liaison authority with USFJ J42 staff in carrying out assigned policy and compliance functions.



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g) With NAVFAC Business Line Links: Environmental BLM has direct liaison authority with PACDIV Code 18 and NFESC to carry out assigned policy and compliance functions.

h) With other RFMS Business Lines: Environmental BLM has direct liaison with other business line managers as needed to carry out assigned policy and compliance functions.

**(8) Functions in Support of the Regional Program Action Officer.**

a) The Environmental BLM will support the RFMS RPAO and provide input assistance in the following areas:

- a) POM Input Process
- b) Budget Input Process
- c) Unfunded Requirement Process
- d) Other Regiona RPAO tasking, such as data calls, briefing preparation, etc.



d. **MAINTENANCE AND SERVICES BUSINESS LINE**

(1) **Business Line Mission**

The Maintenance/Services Business Line's overall mission is to deliver effective and efficient facility infrastructure support services for the Forward Deployed Naval Forces in Japan and Diego Garcia. The Business Line, headed by a Business Line Manager (BLM), will develop and maintain a Regional System that optimizes the utilization of all available resources to provide maintenance of real property facility assets.

a) **Products and services delivered:**

- 1) Facility Maintenance (Emergency/Service/Minor/Specifics)
- 2) Recurring and Preventative Maintenance
- 3) Specialized Inspections/Certifications
- 4) Naval Construction Force (NCF) Seabee Detachment Support
- 5) Facility Services (e.g. custodial, grounds maintenance, refuse, pest control, street sweeping, snow removal, etc.)

b) **Major clients supported:** Naval Air Facility (NAF) Atsugi; Naval Air Facility (NAF) Misawa; Commander, Fleet Activities Sasebo (CFAS); Commander, Fleet Activities Okinawa (CFAO); Commander, Fleet Activities Yokosuka (CFAY) and Naval Support Facility (NSF) Diego Garcia.

c) **Supporting Commands:** COMPACFLT, PACNAVFACENGCOM, COMUSFORJAPAN, COMNAVFORJAPAN, PWC Japan, OICC Far East, NFESC and PWFSO.

(2) **BL Component Roles**

a) The Maintenance/Services Business Line will be managed by a Business Line Manager (BLM) that is OPCON to the Deputy Regional Engineer (DRE), a Military O-6 position and is ADCON to the PWC XO. The BLM position will be a USCS billet of the GS-301-13 series.

1) The primary purpose of this position is to continuously seek methods to improve the delivery of the Public Works maintenance and services. The Maintenance BLM will be required to utilize new and advanced industrial business practices, develop cost reduction strategies, initiate efficiency improvement programs, project production output and staffing requirements, and managing financial resources to accomplish this goal.

2) The Maintenance BLM is directly responsible for the administration, management and delivery of the products and services of the Maintenance/Services Business Line. The BLM will also serve as the leader of a centralized "Hub Team" that will provide a multitude of specialized skills and resources that can be utilized across the region. Additionally, the





Maintenance/Services BLM will perform the following duties and responsibilities:

- a. Advise and assist the DRE in the execution of all requirements for the maintenance of real property.
- b. Liaison with the Base Public Works Officer and Maintenance Directors.
- c. Provide regional guidance for Maintenance/Services Execution.
- d. Develop innovative methods and strategies to improve delivery of services.
- e. Approval authority for Maintenance/Services best business practice decisions.
- f. Business Line visionary and executor of regional strategies to optimize use of available resources.
- g. Provide technical assistance via in-house capability or external resources on specialized Maintenance initiatives.
- h. Business line financial management and budget control.
- i. Determine proper manpower resources and staffing levels.

b) Hub Component: The central execution platform that supports the Region's Maintenance/Services Business line and provides specialized capability for the field Public Works Teams (PWT). The hub is comprised of a minimal administrative/budget support staff with additional technical resources as appropriate. The hub will maintain or have ready access to the necessary technical resources to provide support to the PWTs. Specifically, the Hub will provide the following services:

- 1) Specialized inspection and certifications services to include
  - a) Back Flow Preventers
  - b) Boilers and Unfired Pressure Vessels
  - c) Vertical Transportation Equipment (VTE)
  - d) Crane Trackage
  - e) Fleet Moorings
  - f) Corrosion Control Systems/Cathodic Protection
  - g) Technical assistance via in-house or Center of Technical Expertise (CTE) resources as required.

c) PWT Component: The onsite execution platform that provides direct facilities support for the local base Commander. The PWT is an integral component of the RFMS and critical to the effective and efficient delivery of services. The PWT will be headed by the station Public Works Officer (PWO) who will be responsible for the following:

- 1) Reports directly to the local base Commander
- 2) Links to the base and tenant commands.
- 3) Identify requirements and provides services not provided by the hub
- 4) Assist BLM in budget development.
- 5) Uses Regional Maintenance Tools and in-house Maintenance capability or CTE support to execute base requirements.
- 6) Supports the Hub as directed



d) Centers of Technical Expertise (CTE): Primary CTEs utilized by the Hub include NAVFAC, NFESC and PWFSO.

**(3) Maintenance/Services BL Concept of Operations**

**a) BL Service Delivery Process**

1) The effective and efficient delivery of Maintenance/Services to our clients involves close interaction and coordination between the Hub and PWT representatives. The BLM will develop standard operating procedures, common business practices and regional guidance to be adhered to by the respective Maintenance Directors of each PWT. The Maintenance Directors of each PWT will report primarily to the PWO for maintenance execution (what to be done) while reporting to the BLM for methods of execution (how to get it done).

**b) BL Technical Support and Innovation**

- 1) Policy guidance is generally provided by COMPACFLT and PACNAVFACENGCOM, the BLM will ensure that business practices are in alignment with this guidance while identifying improvement opportunities.
- 2) The Maintenance BLM will work directly with the Maintenance Directors of each PWT to jointly review current operating procedures and to develop improved business practices.
- 3) The BLM will network with various technical agencies and CTE to ensure the optimum approach is utilized in the delivery of maintenance and services.
- 4) The BLM will coordinate with OICC FE and the Maintenance Directors to review the requirements for services across the region and develop the best possible contract acquisition strategy.
- 5) The BLM utilize the expertise and experience of the host nation employees and continually seek recommendations for improvement opportunities and potentials for streamlining process that provide added value.
- 6) The BLM will utilize the capability inherent within the Hub team to provide direct technical support to the PWTs.
- 7) Collectively, the BLM in joint efforts with the Hub and PWT, should continually develop innovative ideas and solutions to technical issues inherent to Facility Maintenance.

**c) BL Funds Management**

Note: Financial Model (mission funded, NWCF, combination). The Maintenance and Services Business Line is currently NWCF Yokosuka and primarily Mission Funded at Atsugi, Sasebo, Misawa, Okinawa, and Diego Garcia.

1) The Maintenance Business Line has the ability to perform maintenance via in-house capability, execute via contract or seek outside assistance from PWC Japan/Hub Team (Sasebo/Atsugi). Both the Hub and PWTs are expected to



develop annual projected operating budgets and seek potential revenue funding streams from major clients and customers.

3) The PWTs will address labor, contracted services, equipment and supplies, travel and other expenses required to deliver Maintenance products and services when developing their projected budgets. The local base Maintenance and Services proposed budget input will be reviewed and validated by the BLM for review and subsequent approval.

4) Budget allocation and execution will be simultaneously monitored by the Maintenance Director and respective PWTs with oversight by the BLM. The BLM will additionally coordinate with the RPAO and PWC Business Group for budget execution.

5) Projected revenue streams (by major clients, host nation support). The majority of the services are funded by the region (CNFJ). Additional revenue sources are may be generated by various tenant commands at each installation.

6) Cost components (labor, contracts, equipment, etc.) Primarily labor, materials and equipment.

7) Budget execution management (plan vs. actual). The BLM with assistance from the RPAO and PWC and CNFJ Comptroller will track budget execution and make changes as appropriate.

8) Funding allocation process (requirement vs. control). In general, funds are allocated via the CNFJ Comptroller Budget process with consultation by the RPAO. The BLM will coordinate with the RPAO to determine the budget allocation at each installation.

**d) BL Position Management**

The Maintenance Group's Position Management responsibility revolves around a cooperative effort between the BLM and the Maintenance Director of the PWTs. The Maintenance Director should recommend the optimum use of current MLC, USCS, and Military billets; in conjunction with policy directed by the Maintenance/Services Business Line Manager, PWC Japan Business Manager, and Deputy Regional Engineer. The Maintenance BLM will validate personnel actions within the Maintenance Business Line.

1) The Maintenance Directors with oversight from the BLM will monitor workload volume on a regular basis using established metrics and projected tasks. The BLM will then develop strategies to adjust billet structure to ensure the effective utilization of personnel resources. Restructuring may include redefining of functions of current billets, realignment of personnel (temporary or permanent) and establishment (or deletion) of billets to consistently seek the Most Efficient Organization (MEO). Changes to the MEO should be endorsed by the BLM and staffed through the RFMS Steering Team and CNFJ position Board.



- 2) The BLM will be responsible for the review of the hiring process for the PWTs. Maintenance Directors shall review existing vacancies and provide recommendation to the BLM for course of action. If the vacancy needs to be filled, the Maintenance Director will review and ensure the Position Description is accurate and determine if the position can be filled internally.
- 3) All positions will be periodically reviewed to determine whether duties can be adjusted and/or shifted among employees to accomplish the same workload with fewer employees. When new workload requirements are identified, positions will be reviewed to determine whether the additional work can be accomplished through adjustment of workload among existing employees or if a new position are required to assume the additional work.
- 4) To ensure optimal utilization of the workforce across the region, the BLM shall periodically review the organization in cooperation with the Maintenance Directors and PWO. Using metrics, reviewing contract capabilities vs. in-house capabilities and considering location of exiting personnel assets, the BLM will decide upon the best business decision to position manpower resources across the region.
- 5) Current MLC and USCS positions and employee performance will be routinely evaluated in accordance with established guidance.

e) **BL Community Management**

Maintaining an effective and efficient workforce within the Maintenance Group is an integral component of the success of the Maintenance Business Line. Though recruitment actions will remain an HRO function, the BLM with assistance from the Maintenance Director of the PWOs will justify the recruitment of new personnel and other support staff. The BLM will additionally endorse appropriate documentation before recruitment actions are forwarded to HRO to ensure that billets are optimized across the region.

- 1) Recruiting: Maintenance Directors will recruit and hire MLC personnel with endorsement from the PWO and BLM. For any USCS positions, the BLM will provide input into the selection process.
- 2) Training: To ensure consistent employee development, PWT Maintenance Directors will be responsible for developing and implementing the necessary training for their subordinates. Formal training and course information and will be disseminated from the Regional Support Team. PWOs with assistance from the Maintenance Directors shall develop an annual training plan for submission to the BLM as part of the budget process. The Maintenance Director will monitor each employee's career development to ensure appropriate levels of competency are maintained.



3) Mentoring: The development of supervisory personnel within the MLC labor force is critical to the success of the PWT. As such, each Maintenance Director will develop a formal Foremen Development Program to ensure that the proper personnel are groomed for increase supervisory positions.

f) Infrastructure Management (how it is done)

In order to minimize overhead and eliminate unnecessary support staffing, the Hub and PWT Yokosuka assigned employees will be consolidated and co-located as much as practicable. The consolidation of resources will enable effective communications, training, and mentoring of the Hub Team/PWT. For outlying sub-regions, the PWT will also operate from a consolidated office, as space is available. Requirements for office equipment and software upgrades, furniture, and maintenance tools will be developed by the BLM with input from the Maintenance Directors. Non-NWCF PWTs are responsible for seeking funding resources via their respective base financial managers.

(4) **Maintenance Performance Metrics**

a) Performance metrics will be developed in consonance with NAVFAC's current metrics and the CNO's ongoing IPT effort to establish globally aligned guidance that ensures efficiency and effectiveness in future ashore infrastructure. The current established NAVFAC Metrics for Maintenance include, but are not limited to:

- 1) Emergency Work Response
- 2) Minor Work Turn-around
- 3) Specific Work Client Adherence
- 4) Client Satisfaction
- 5) PWC Workforce Safety

The metrics will be measured and reported to the BLM as indicated in the PWFSO guidance. The metrics required for submittal to NAVFAC (PWC Japan metrics) will be broken out separately and submitted as required.

Additional metrics necessary to evaluate the effectiveness of the Maintenance Business Line will be developed with assistance of the PWOs/Maintenance Directors at each installation.

(5) **BL Knowledge and Data Management**

Establishing effective management of the Maintenance Business Line requires the BLM, Hub Team and PWTs to focus on their respective roles and determine the adequate degree of knowledge and data management necessary to competently complete their responsibilities. The BLM will manage the flow of information with the aim to provide timely flow of information between the Hub and the PWTs. The BLM/Hub will collect and maintain regional information that affects the operation of Maintenance and Services in the region. The PWTs will focus on local base maintenance with guidance from the Hub and will provide information to the Hub Team. Data calls will be coordinated, processed and answered from the Hub/BLM.

The incorporation of MAXIMO at the PWDs will significantly facilitate this process.



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#### (6) **BL Support.** (how it is done)

a) The Maintenance BLM with the direct support of the station Maintenance Directors and the Hub Team will fully support the PWC/RFMS Business Manager/Management Group in efforts to improve business operations and or the commodity delivery.

b) The Maintenance BLM/Hub Team will receive required support from the established PWC/RFMS Financial Management Group. Additionally, the mission funded PWTs will receive comparable support from the station comptrollers as necessary.

c) The Maintenance BLM/Hub Team will receive required support from the established PWC/RFMS Information Technology (IT) Management Group. Additionally, the mission funded PWTs will receive comparable support from the station IT groups as necessary.

d) The Maintenance BLM/Hub Team will maintain a minimal administrative support capability and will receive the majority of the required administrative support from the established PWC/RFMS Administrative Group. Additionally, the mission funded PWTs will receive comparable support from their established in house administrative groups.

#### (7) **BL Key Interfaces:** (how it is done)

a) With Base PWOs and Base COs: The PWO will interface primarily with their existing Maintenance Directors on routine base maintenance execution demands. The BLM will liaison with the PWO on matters affecting changes in current processes or impacts of a financial or regional nature. Typically, the PWO and BLM will interface on new initiatives that are proposed for the Maintenance/Services commodity.

b) With RFMS Clients: The station Maintenance Director/PWO will interface with their local clients. Issues of a regional nature will be handled by the PWO and BLM.

c) With CNFJ Region Staff: The Maintenance BLM will interface with the CNFJ Regional Staff/RPAO/DRE.

d) With Host Nation Government Organizations: The BLM will take the lead for the Maintenance/Services BL on these interfaces and will obtain additional assistance as necessary from the Regional Staff/DRE.

e) With U.S. Forces Japan Staff: The BLM will take the lead for the Maintenance/Services BL on these interfaces and will obtain additional assistance as necessary from the Regional Staff/DRE.

f) With NAVFAC Business Line Links: The Maintenance BLM will conduct the interface with the NAVFAC Links with necessary assistance/guidance from the DRE/RFMS BM.

g) With other RFMS Business Lines: The Maintenance BLM will coordinate directly with the other RFMS Business Line Managers as necessary.

#### (8) **Functions in support of the Regional Program Action Officer**

The Maintenance and Services BLM will support the RFMS RPAO and provide input/assistance in the following areas:



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- a) POM Input Process
- b) Budget Input Process
- c) Unfunded Requirement Process
- d) Other Region RPAO tasking, such as data calls, briefing preparation, etc.





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## e. UTILITIES BUSINESS LINE

### (1) Utilities Business Line Mission

The Utilities Business Line component consists of Business Line Management group (RUBLM, RUE, REM) and Utilities Public Works Team (PWT) group as shown in figure-1. The Utilities PWT group's mission is to provide quality, cost-effective and reliable utilities services to designated shore installations in Japan and Diego Garcia. The Business Line Management group's mission is to maximize effectiveness and efficiency of the overall utilities and energy conservation programs across Commander Naval Forces Japan (CNFJ) region by providing world-class personnel and infrastructure support services.

a) **Products and services delivered:** Products and services of the Utilities PWT group are utilities supplies and services including electricity, steam, gas, potable water, non-potable water, compressed air, sewage, solid waste management and other reimbursable services to clients.

1) Products and services of the Business Line Management group are overall utilities and energy conservation program management across the CNFJ region.

b) **Major clients supported:** Major clients supported include NAF Atsugi, NAF Misawa, CFA Sasebo, CFA Okinawa, CFA Yokosuka, NSF Diego Garcia, CNFJ Headquarters, Japanese Maritime Self Defense Force, and other DOD commands/non-DOD agencies deployed in the CNFJ Region.

c) **Commands supporting:** Supporting Commands include COMPACFLT, COMUSJAPAN, PACNAVFACENGCOM, NFESC, CNFJ, PWC Japan, OICC Far East, and US Army Corps of Engineers Japan District (JED).

## Utilities Business Line Component

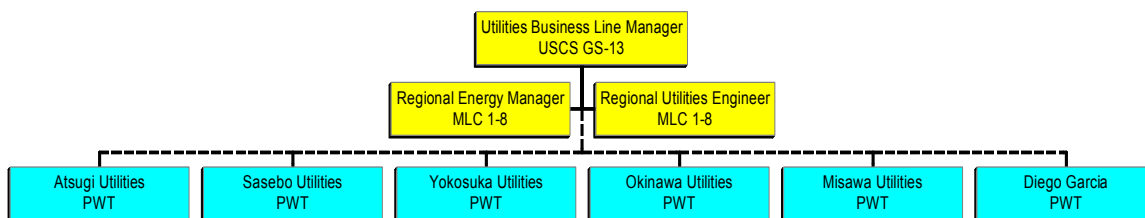


Figure-1

### (2) Utilities BL Component Roles

As shown in Figure-1, Business Line Management group consists of the Regional Utilities Business Line Manager (RUBLM), Regional Energy Manager (REM) and Regional Utilities Engineer (RUE) and the Utilities PWT located at NAF Atsugi, NAF Misawa, CFA Sasebo, CFA Okinawa, CFA Yokosuka, and NSF Diego Garcia. The Business Line Management group may



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use manpower, resources and technical expertise of the Utilities Department located in Yokosuka to provide a Hub support function for the region.

(3) **Regional Utilities Business Line Manager (RUBLM):** The RUBLM operationally reports to the Deputy Regional Engineer, and is physically located in the Utilities Department at Yokosuka. Although not directly involved with day-to-day utility operations and management, the primary duty of the RUBLM is to maximize the effectiveness and efficiency of the delivery of utility services across the region. RUBLM also functions as the Navy's Utility Cost Sharing Program Manager (UCS Manager) and the Navy's Energy Conservation Manager. The RUBLM is responsible for/to:

- a) Developing/coordinating a regional vision for utilities operation and maintenance
- b) Managing the delivery of utility commodities region-wide
- c) Strategic planning and execution
- d) Establishing and enforcing regional utilities policy
- e) Ensuring that installations follow solid business practices
- f) Leading implementation of technological innovations across the region
- g) Determining regional budget allocations for utilities O&M requirements (NWCF business model only)
- h) Determining regional manpower allocations (NWCF business model only)
- i) Managing the Navy's Utility Cost Sharing Program
- j) Supervising and directing the Regional Energy Manager and Regional Utilities Engineer in identifying, validating and executing respective program requirements.

(4) **Regional Energy Manager:** The Regional Energy Manager (REM) report to the Yokosuka Utility Director, and is physically located in the Utilities Department, at Yokosuka. The REM works in cooperation with the RUBLM, base energy managers and Public Works Officers (PWOs) to plan and implement a regional energy conservation program. The REM is a key leader in realizing the Navy energy conservation goal across the region. The daily energy management and conservation effort is the responsibility of the respective PWOs. The REM is responsible for/to:

- a) Networking and coordinating with CPF, NAVFAC, and NFESC to ensure DOD/Navy/CNFJ energy policies and goals are enforced/implemented
- b) Planning and implementing CNFJ regional energy conservation program
- c) Networking and coordinating with base energy managers and PWOs across the region to ensure DOD/Navy/CNFJ energy policies and goals are enforced/implemented
- d) Overseeing the implementation of CNFJ Shore Energy Business Plan (SEBP) across the region as a key leader and/or active participant of the CNFJ Shore Energy Policy Board
- e) Serve as the Utilities Energy Manager for the Utilities Department Yokosuka.



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(5) **Regional Utilities Engineer:** The Regional Utilities Engineer (RUE) reports to the RUBLM, and is physically located in the Utilities Department at, Yokosuka. The RUE works in cooperation with the RUBLM and Utilities Directors in the region to identify, plan and implement projects to maximize effectiveness of the utility production, distribution and other utility services in the CNFJ region. The daily operation and maintenance of utility system infrastructure is the responsibility of the respective Utility Director. The RUE is responsible for/to:

- a) Coordinating and implementing technological innovations across the region
- b) Ensure BLM's technical policy are implemented across the region
- c) Identify, plan and implement projects to maximize effectiveness of utility operation, maintenance and management.
- d) Network with base Utilities Directors across the region
- e) Serve as the Utilities Management Division Manager for the Utilities Department Yokosuka.

(6) **Utilities PWT Group:** Each Utilities PWT reports to the Public Works Officer (PWO) at each installation, and tactically focuses on utilities operations and maintenance to meet customer requirements. The PWT group keeps the plants running, keeps the water flowing, keeps electricity flowing, identifies maintenance requirements, plans projects, performs maintenance, and execute/manage budget within authorized amount. The PWT group also works in cooperation with the Business Line Management group to achieve operational and financial goals to maximize effectiveness and efficiency of the overall utilities and energy conservation programs across the region.

Utilities Department, Yokosuka, when required, may provide administrative, financial, and technical support to the Business Line Management group in delivering utility services to the region.

(7) **Centers of Technical Expertise:** The Business Line Management group and the Utilities Department, Yokosuka serves as the center of technical expertise across the CNFJ region.

## (8) Utilities BL Concept of Operations

The Utilities Business Line consists of two major operations; (1) Utilities Service and (2) Energy Management.

### 1) Service Delivery Process (Macro View)

(9) **Utilities Service:** The Utilities Service Delivery Process involves close coordination between Utility Business Line Management group and the PWT players to maximize effectiveness and efficiency of the utilities operations, maintenance and management. The Business Line Management group as the Hub, will review utility operations and maintenance (O&M), facility/financial management in the Naval shore installations in Japan and Diego Garcia, and establish regional vision, policy and goals for the utilities O&M and management. PWT group will achieve the regional policy and goals while performing daily



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O&M and management. This process will enhance adopting and utilizing the best business practices pertaining to O&M, technical, and financial management to ensure the region's utility systems are functioning at a satisfactory level.

(10) **Energy Management:** The Energy Management Service Delivery Process involves close coordination among the RUBLM, Regional Energy Manager (REM), Base Energy managers and PWOs within the CNFJ Area of Responsibility (AOR) to both plan and implement Regional Energy Conservation Programs to minimize CNFJ's utility costs and meet energy goals. The RUBLM and REM will take lead in both CNFJ Shore Energy Policy Board (SEPB) and Shore Energy Business Plan (SEBP). The SEPB sets energy policies and goals, and contains a performance measurement plan to evaluate how well action plans are meeting the goals. Required energy data for use by the RUBLM and the REM will be provided by the Utilities Directors of each PWT to support energy saving programs. Utilities Department, Yokosuka, when required, may provide administrative, financial, and technical support to the Business Line Management group in delivering energy management services to the region.

a) BL Technical Support and Innovation (how it is done)

Higher authority policy guidance is generally provided via COMPACFLT and PACNAVFACENGCOM, to include introduction of better ways of doing business. At the same time, the Hub's in-country experience provides higher authority with a better understanding of the culture and foreign business practices that lend themselves to identifying improvement opportunities for technical support among all involved. Collectively, the Business Line Management group (the Hub) and the PWTs are encouraged to develop innovative ideas and solutions to technical issues inherent in the Utilities O&M process, and to use periodic meetings or conference calls to ensure consistency and decisiveness.

b) BL Funds Management (how it is done)

The Utilities Business Line is a NWCF entity. All costs for the Business Line Management group and the Utilities PWT group will be budgeted under the NWCF system. The RUBLM in cooperation with the PWC Japan Business Manager will allocate the budget authorized for the Utilities Business Line to each PWT. Each PWT will be provided with an A-11 Cost Center Budget and Commodity Budget of the respective area, and submit to RUBLM and/or the PWC Japan Business Manager for review. Budget for the Business Line Management group will be provided by the Yokosuka Utilities Department. Budget Analysts of the Yokosuka Utilities Department will assist the PWT's budget analysts throughout the budget preparation process as the Hub support function. The RUBLM review will be at a macro level to determine regional budget allocation and manpower allocations. Detail review including all aspects of the utility cost elements such as operation cost, MRP, material, manpower, contract, UCS, etc., will be performed by the Comptroller Department, PWC Japan. After the BLM review, A-11 Cost Center Budgets and Commodity Budgets are submitted to the Comptroller Department, PWC Japan to establish proposed/recommended Regional Utility Rates. NAVCOMPT/OUUSD(C) will set the final Utility Rates for PWC Japan.



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c) Each PWT is responsible for budget execution and management within the amount authorized by the RUBLM and/or the PWC Japan Business Manager. The budget execution status will periodically be monitored by the RUBLM, and the Comptroller of PWC Japan, and controlled as necessary.

d) BL Position Management (includes MLC, USCS, Military positions)  
The Utilities Business Line Position Management responsibility revolves around a cooperative effort between the RUBLM and PWTs (PWO/Utilities Director) to facilitate optimum use of current MLC and USCS billets in the region. The RUBLM is responsible for billet allocation across the region. Each PWT is responsible for position management of those billets to meet base-command utilities requirement. Utilities Director of PWTs will monitor workload volume on a regular basis using established metrics and projected tasks, then recommend adjustments in billet structure through redefining of functions (when needed), realignment (temporary or permanent from Base to Base), and establishment (or deletion) of billets, to the PWO in seeking the Most Efficient Organization (MEO). Changes to the MEO should be endorsed by the BLM and staffed through the RFMS Steering Team and CNFJ Position Management Board. (if Mission funded) The Position Management process is described in Chapter 6.

e) Current MLC and USCS positions and employee performance will be routinely evaluated in accordance with governing personnel policies and guidance. Since the personnel action process (e.g. hiring) remains a Human Resources Office (HRO) function, the Utilities Director will initiate and develop the necessary documentation for their respective areas prior to submission to the BLM. All PM actions will be executed in accordance with established position management processes and procedures

f) BL Community Management (how it is done)

1) Superior recruiting, training, and mentoring form the basis of consistency and decisiveness in the Utilities Business Line's success. Therefore, the goal is to ensure all members of this Business Line have full extent of skills, expertise and licenses.

2) Recruitment as a personnel action remains an HRO function. However, the Utilities Director will justify the recruitment of new positions or initiate their transfer within the system as needed. The BLM will then endorse appropriate documents prior to submission to the RFMS Steering Team and local Human Resources Office.

3) Once recruited, new (and current) employees will be afforded every opportunity to develop their required knowledge and skills. Utilities Directors will ensure these opportunities are made available by maintaining Individual Development Plans (IDP) at their activities, and developing annual training programs for submission to PWO as part of the budget process. PWO/BLM/Utility Directors will ensure each employee's career development is monitored in consonance with high authority-established utilities career levels of competency.



4) Employees will also be ensured a working environment where peer mentoring is the rule. Mentoring is an essential ingredient of ensuring employee professional growth and career development. BLM, PWOs, Utilities Directors and all supervisory and senior employees will share responsibility in mentoring all Group members through daily interaction and sharing of experience and knowledge inherent to the Utilities profession.

g) Infrastructure Management (how it is done)

The Utilities Business Line plant value and infrastructure is a very significant investment within the Japan Region. Therefore, all utility systems infrastructures must be properly maintained to perform the mission utilizing various maintenance programs such as one-time maintenance, mid/long-term maintenance, preventive maintenance, etc. PWOs with assistance from Utilities Director and the PWC Japan Business Manager are responsible to provide real property maintenance budget in the range of 1.5 to 2.0% of total Plant Replacement Value (PRV).

(11) **BL Performance Metrics** (how it is done)

Performance metrics will be developed in consonance with CNO's on-going IPT effort to establish globally aligned guidance that ensures efficiency and effectiveness of the utilities services and energy conservation.

a) Commodity/Cost Center Budget Execution Status (Budgeted vs. Actual):

Budget execution status of the utilities commodities is very important for Navy Working Capital Fund financial health. Monthly status will be provided to the RUBLM and the Utilities Directors to ensure the financial health of the Utilities Business Line is solvent and meeting established financial targets/goals. Information tracked and reported will include billing quantities, Year-to-date gain and loss, budgeted vs. actual value, and reasons/justification for the gain/loss projections and/or actual performance of the commodity/Cost Center.

b) Maintenance Repair Program (MRP) Execution Status (Budgeted vs. Actual):

A robust MRP is vital in maintaining a reliable and functioning utility system. Utilities Directors in coordination with the RUBLM are responsible for developing, tracking, and executing approved MRP plans. Funding for MRP projects will be done in accordance with applicable guidelines and as part of the NWCF rate management. Monthly MRP execution status will be provided by the RUBLM and the Utilities Directors to appropriate parties of the local base and the NWCF activity.

c) Overtime Usage (Budgeted vs Actual):

Overtime will be executed per the established NWCF budget controls to ensure effective utilities operations. Utilities Directors working with the PWC Japan Comptroller will track and report monthly, overtime usage.

d) Unscheduled Outage (# of outage/duration hours):





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Unscheduled outage is a metric that can be used as the indicator for proper maintenance level of the utilities infrastructures. This management tool will be utilized by the RUBLM and Utility Directors and reported quarterly to appropriate personnel.

e) **Workload Analysis (Actual workload vs Manpower):**

Workload analysis is an important factor to determine manpower allocation across the region. Utility Directors and the RUBLM will track workload data and work with the PWC Japan Business Manager and Comptroller to establish required Full-Time-Equivalents (FTE) at each location.

f) **Energy Audit Report (Goal vs Actual):**

PWOs and Utilities Directors, in coordination with the RUBLM and the REM will recommend and/or establish policies and operational guidelines to meet the DON energy reduction target (-35% by 2010, baseline 1985). The Energy Audit Report which includes energy use per square footage, current target, actual reduction, etc will be prepared as required and provided to all appropriate personnel.

(12) **Business Line Knowledge and Data Management** (how it is done)

The Utilities Business Line Management group (the Hub) requires and manages innovative and pilot knowledge to improve effectiveness and efficiencies of the utilities service and energy management in this Business Line. Those knowledge and information will be obtained from higher level of Command such as COMPACFLT, COMUSJAPAN, PACNAVFACENGCOM, NFESC, CNFJ, and other commercial companies. On the other hand, the PWT group requires and manages practical data such as daily operation data, financial management data, energy performance data, etc. that is essential for the Business Line Management group to analyze existing performance. Both knowledge and data must be properly shared. Since the Business Line Management group and the Utilities Department Yokosuka are collocated to act as the Hub, it will be easier to establish the knowledge and data management using the PWC Local Area Network. PWC's DocuShare will be utilized as the knowledge and data management repository for the Utilities Business Line across the region.

(13) **BL Support.** (how it is done)

a) **Business Line Management Group:**

The Utilities Department Yokosuka will provide administrative, financial and technical support to the Business Line Management group as for supports. Additionally, PWC Japan will provide business analysis, financial management, information system and administrative supports to the BLM Group.

b) **Utilities PWT Group:**

The Utilities Department Yokosuka and the Business Line Management Group will jointly work and act as the Hub for other PWTs in the CNFJ region. The Hub support will include financial, technical and energy management. Additionally, PWC Japan will provide business analysis, financial management, information system and administrative supports to the Hub. PWTs other than Yokosuka will have to obtain/purchase services, which cannot be provided by the hub from supported base commands.





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(14) **BL Key Interfaces:** (how it is done)

- a) With Base PWOs and Base COs: Local Utilities Site Managers will provide day-to-day interface with their corresponding Base PWO and CO. Regional perspective issues and issues requiring resolution at a higher level will be addressed to/from the Utilities BLM office.
- b) With RFMS Clients: Local Utilities Site Managers will provide day-to-day interface with their corresponding Clients. Regional perspective issues and issues requiring resolution at a higher level will be addressed to/from the Utilities BLM office.
- c) With CNFJ Region Staff: The Utilities BLM will interface with the CNFJ Regional Staff/RPAO/DRE.
- d) With Host Nation Government Organizations: The BLM will take the lead for the Utilities BL on these interfaces and will obtain additional assistance as necessary from the Regional Staff/DRE.
- e) With U.S. Forces Japan Staff: The BLM will take the lead for the Utilities BL on these interfaces and will obtain additional assistance as necessary from the Regional Staff/DRE.
- f) With NAVFAC Business Line Links: The Utilities BLM will conduct the interface with the NAVFAC Links with necessary assistance/guidance from the DRE/RFMS BM.
- g) With other RFMS Business Lines: The Utilities BLM will coordinate directly with the other RFMS Business Line Managers as necessary.
- h) With other RFMS Business Lines: Interfaces on a continuous basis with other BLMs.

(15) **Functions in Support of the Regional Program Action Officer.** The Utilities BLM will support the RFMS RPAO and provide input assistance in the following areas:

- a) POM Input Process
- b) Budget Input Process
- c) Unfunded Requirement Process
- d) Other Region RPAO tasking, such as data calls, briefing preparation, etc.



**f. TRANSPORTATION BUSINESS LINE**

**(1) Business Line Mission**

a) Products and services delivered: Provider of Civil Engineering Support Equipment (CESE) to the Navy in the Japan Region, consisting of a multitude of light and heavy-duty vehicles, construction equipment, and weight handling equipment. Services include; short-term and long-term rental of CESE, Driver/Equipment Operator support services, maintenance and repair of PWC and customer owned CESE.

b) Major Clients and Commands supported: Commander, Naval Forces Japan (CNFJ); Naval Air Facility, Atsugi (NAFA); Naval Air Facility, Misawa (NAFM); Commander, Fleet Activities, Sasebo (CFAS); Commander, Fleet Activities, Okinawa (CFAO); Commander, Fleet Activities, Yokosuka (CFAY); Commander, Navy Support Facility, Diego Garcia; Permanently forward deployed and visiting COMPACFLT Operating Forces; Navy and other DoD Tenant Commands located in the CNFJ Region.

**(2) BL Component Roles**

a) Business Line Manager: The Transportation BLM is the Regional Transportation Manager for the five PWC Transportation Detachment located in Yokosuka, Atsugi, Misawa, Okinawa, and Sasebo. Provides supervision and guidance to the five local Site Managers and the subordinate staff within. Interfaces between local Site Managers, local Public Works Officers (PWOs), PWC HQ, CNFJ, and other higher authority.

b) Hub Component: The PWC Japan Transportation Hub Component located in Yokosuka functions as the Regional Transportation Detachment support office. Administrative personnel from the Yokosuka PWT Component provide required support to the Transportation BLM to fulfill this function. Hub services include; oversight for compliance and adherence to DoD, Navy, and other local transportation regulations and guidance; centralized contracting for CESE purchasing and leasing; Navy Working Capital Funds (NWCF) budget execution.

c) PWT Component: Local Service Provider for Navy Official Use Transportation support at CFAY, CFAS, NAFA, NAFM, and CFAO.

d) Centers of Technical Expertise: PACDIV Transportation Equipment Management Center (TEMC); NAVFAC HQ PW Transportation Management; NAVFAC Navy Crane Center (NCC); SEABEE Logistic Center (SLC), Port Hueneme.

**(3) BL Concept of Operations (describes how BL delivers service)**

**a) BL Service Delivery Process (Macro View)**

1) How service is delivered: CESE rentals for long and short term requirements; Driver Services for sedans, passenger vans, buses, light and heavy trucks, and tractor trailers; Equipment Operators for construction equipment and mobile weight handling equipment; Mechanical Services for PWC-owned and other customer-owned CESE.



2) Who does what: Local service provider is the full service (cradle-to-grave) provider for all CESE rentals, driver/operator services, and CESE maintenance/repair services.

b) BL Technical Support and Innovation (how it is done)

1) Aligning with policy guidance from higher authority: Adherence to NAVFAC P-300, NAVFAC P-307, DOD 4500.36-R

2) Adopting best business practices: Communication of better methods and lessons learned from site-to-site throughout the CNFJ Region, as well as from other U.S. Navy and Federal Fleets throughout the world.

3) Networking with Navy subject matter experts: Continuous interface with NAVFAC/PACDIV Transportation Management offices, GSA Federal Fleet Organization, Navy Crane Center (NCC) personnel, and SeaBee Logistic Center (SLC) personnel.

4) Developing contract acquisition strategy: Centralized contracting for CESE purchasing and leasing at the five Sites. This strategy permits for a CNFJ Regional-wide acquisition perspective for CESE, optimizing larger quantity (lower cost) contracts and most appropriate placement of the assets.

5) Identifying improvement opportunities and solving technical problems: Provides analysis with a global perspective, utilizing or developing proven methods from other locations and organizations.

c) BL Funds Management (how it is done)

1) Financial Model: All Transportation support provided by PWC Japan Transportation is Navy Working Capital Fund (NWCF) operated and provided to the customer on a reimbursable basis.

2) Projected revenue streams: Majority of services are funded by CNFJ. Other revenue sources include DoD and Navy Tenant Commands and Operating Forces throughout the Region.

3) Cost components: Operator Service and Mechanic hourly labor charges and vehicle/equipment monthly and hourly rental rates.

4) Budget execution management: Transportation BLM has budget execution responsibility the NWCF operations budget, CESE procurement budget, and Capital Procurement Program (CPP) items all five Sites. Additionally, Transportation BLM is also responsible for reviewing and monitoring CNFJ's OBOS funding required for Transportation Services rendered throughout the Region.

d) BL Position Management: USCS and MLC positions

1) MEO development and maintenance: The Transportation BLM and the five local USCS Site Managers will continuously monitor and evaluate Transportation Service workloads and requirements. Adjustments in the various categories of positions required will be made as necessitated by customer demand. The Position Management Process is described in Chapter 6.



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- 2) Hiring process within MEO positions and change of MEO positions: Local Site Managers and PWOs will initiate changes/requests for MLC positions to CNFJ HRO, via The Transportation BLM and other PWC Japan chain-of-command personnel. USCS Site Manager changes/requests will be initiated by the Transportation BLM.
- 3) Position allocation process: Evaluations will be conducted by the Transportation BLM, local USCS Site Managers, and local PWOs to determine workload adjustments.
- 4) All PM actions will be executed in accordance with established position management processes and procedures.

### e) BL Community Management (how it is done)

- 1) Recruiting: The Transportation BLM will recruit and hire the five local USCS Site Managers. Local USCS Site Managers will recruit and hire MLC employees and any other subordinate USCS personnel, if applicable.
- 2) Training: PWC Japan Hub Training personnel will be responsible for disseminating appropriate Training information and compliance of applicable training requirements will be performed at each local Site Operation.
- 3) Mentoring: The Transportation BLM and the five local USCS Site Managers, and the subordinate Supervisors thereof, will be responsible for developing and implementing the mentoring program at their location.

### f) Infrastructure Management (how it is done)

- 1) Facilities occupied: Regional oversight will be provided by the Transportation BLM and the hands-on Facilities Management will be provided by the local USCS Manager and/or MLC Deputy and local PWO.
- 2) Major equipment owned: Shop/office equipment replacement plans will be developed in a collaborative effort by both PWC Hub and Local Site Personnel.

## (4) BL Performance Metrics (how it is done)

- a) What is measured: Standard practice Transportation performance metrics will be utilized: Vehicle Over-age Percentage of CESE Fleet; CESE Fleet Utilization....
- b) How it is measured: In accordance with standard Navy-wide practices being implemented by CNO N46 Base Support Vehicle and Equipment Integrated Process Team. Metrics are maintained and monitored by PWC Transportation Hub personnel.
- c) When is it measured: Quarterly/annually, in accordance with Navy-wide practices.
- d) Who gets the information: Utilization Performance metrics are provided to each individual customer (if applicable), the Local Transportation Site Office, and PACDIV TEMC/NAVFAC.

## (5) BL Knowledge and Data Management (how it is done)

- a) What information is important: All associated inventories, costs, and performance metrics.



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b) Who obtains, maintains: Transportation data for PWC assets is captured, monitored, and maintained by the PWC Hub function. CNFJ Regional Comptroller Office captures data for all other Transportation related items not provided by PWC Japan.

c) Process for reports, data calls, research: Transportation BLM has responsibility for compiling such data by means of Transportation MIS information readily available and by tasking Local Transportation Site Offices for additional information.

### (6) **BL Support.** (how it is done)

a) Business analysis support: Transportation BLM and Local Site Managers work in conjunction with PWC Japan Comptroller staff and CNFJ Regional Comptroller staff to determine and evaluate Best Business Practices for Transportation support throughout the CNFJ Region.

b) Financial management support: Support provided from PWC Japan and CNFJ Regional Comptroller staff.

c) Information systems support: Support provided by PWC Japan Information Systems Department (C190) staff and from other Information Systems Departments located at the outlying PWT components.

d) Administrative support: Support provided by internal personnel located at both the PWC Transportation Hub and PWT Transportation components, and PWC Japan Management Department (C130) staff.

### (7) **BL Key Interfaces:** (how it is done)

a) With Base PWOs and Base COs: Local Transportation Site Managers will provide day-to-day interface with their corresponding Base PWO and CO. Regional perspective issues and issues requiring resolution at a higher level will be addressed to/from the Transportation BLM office.

b) With RFMS Clients: Local Transportation Site Managers will provide day-to-day interface with their corresponding Clients. Regional perspective issues and issues requiring resolution at a higher level will be addressed to/from the Transportation BLM office.

c) With CNFJ Region Staff: Transportation BLM will provide day-to-day interface with CNFJ Regional Business Management Office, CNFJ Regional Comptroller Office, RPAO, and DRE.

d) With COMPACFLT Staff: Majority of Navy Transportation interface with COMPACFLT is via their shadow-staff, PACDIV Transportation Equipment Management Center. Additional interface is via the CNFJ Region Staff.

e) With Host Nation Government Organizations: Any Transportation BLM interface required in this category (e.g., questions on local highway/driving regulations) is via Transportation JN Deputy.

f) With U.S. Forces Japan Staff: Interface as needed, as required.

g) With NAVFAC Business Line Links: Maintains communication with PACDIV Transportation Equipment Management Center (TEMC); NAVFAC HQ PW



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Transportation Management; NAVFAC Navy Crane Center (NCC); and SEABEE Logistic Center (SLC), Port Hueneme.

h) With other RFMS Business Lines: Interfaces on a continuous basis with other BLMs.

**(8) Functions in Support of the Regional Program Action Officer.**

The Base Development and Real Estate BLM will support the RFMS RPAO and provide input assistance in the following areas:

- a) POM Input Process
- b) Budget Input Process
- c) Unfunded Requirement Process
- d) Other Region RPAO tasking, such as data calls, briefing preparation, etc.